Sr. Professor Hasan's Syllabus For MGMT 490--Administrative Policies Seminar

Spring 2010 (Thursday Night Section)

Focus and Intent: MGMT 490 is designed to be a challenging, stimulating and exciting capstone course for our undergraduate business students. The central theme of the course revolves around new perspectives, synthesis of current research findings, and new ways of thinking about the strategy process, the strategist, strategic analysis and strategy formulation and the power relationship related to "strategy" and to "managing for success." It is a big-picture course.

The super ordinate goal of the course is to broaden and deepen the participants' knowledge base and to stimulate their thinking about modern strategic management based on in a period of rapid change, of turbulence, of structural change and of economic, social, political and technological transformation, such as the world is facing now.

The historic and dramatic economic and financial firestorm events of the year 2008 that changed the complexion and character of the US market capitalism for decades to come, have a significant impact on the: (1) Management 490 course content dealing with multidimensional cross-disciplinary, corporate strategy, public policy and ethical issues e.g. Madoff's $ mega billion scam; (2) the US business schools curricula.

Strategy aims to tap and exploit the new and different opportunities of tomorrow. You, as the future practicing management strategist of organizations, need to think strategically what its business is doing today and what it should be doing tomorrow, what its objectives are, who its customers are, what the customers value and pay for, and how it defines performance. Every organization must think through what its right strengths are for its specific business. Are they deployed efficiently and effectively to produce results? In this course you will have the opportunity to examine a series of contexts appropriate to strategic management--from a total enterprise perspective--notably the entrepreneurial, diversified, mature, innovative, professional, and, global.

Pedagogy and Course Contents: Since strategic managing requires a systematic way of analyzing organizational and environmental phenomena, and developing and implementing a strategically sound action plan, the course is designed to provide a requisite balance between theory and practice. The participants will benefit from the stimulating learning experiences that incorporate diagnostic and strategic action-decision case study discussions, critical incidents, mini-lectures, and several experiential teaching strategies relating to the strategy concept, formulating strategy, strategy analysis, strategy formation, structure and systems, new business models and the internet economy, culture and power, and managerial styles under varying different contexts.

The cases in the text have their marketing, operations, accounting and financial, organizational behavior, planning and controls, external environmental, ethical, and political dimensions. You should address each dimension in your preparations and classroom discussions, although some aspects may emerge as more important in one situation than another. Both types of data--organizational qualitative and quantitative (finance, economics, etc.)--should be analyzed, utilizing analytical tools and weaponry, and an integrated solution developed and defended.

In essence, this capstone course will demonstrate why the different parts of business (the knowledge of functional areas you gained in earlier core courses) need to be managed in a strategic harmony for a company to operate in winning ways. In other words, a company achieves sustained success, if and only if its managers (1) have an astute, timely strategic game plan--in accordance with both to industry and competitive conditions and to company resources and capabilities--for running the company, and (2) implement and execute the plan with proficiency and effectiveness.

Excellent Strategy Plus Excellent Strategy Execution Equals Excellent Management.

Grading Criteria: Participation (attendance, preparedness, contributions) 33%
Team Presentation of a Comprehensive Case 33%
Final Examination (Concepts & Cases) 34%

Your professor shall explain his expectations about the written and oral dimensions of your and your team's performance in this challenging course. Please feel free to ask questions at any time. You should be expected to do the following in your typed preparation for class discussion: understand the facts, identify the main issues presented by the case and cluster the facts around those issues, layout feasible alternatives for action, evaluate those alternatives, choose the "best" one, and consider issues of implementation relative to that course of action.

"The best solutions come from the best analysis."

The student section of www.mhhe.com/thompson provides helpful aids; please study "A Guide to Case Analysis" that gives pointers on case analysis; financial ratios that are commonly used in assessing 10 Qs and 10 Ks and its financial health; and how to use Internet to do further research on an industry or company. In March 2006, Google Finance, is introduced for your use.

Familiarity with the Strategic Management Literature: I strongly urge each one of you to get into the habit of regularly reading Harvard Business Review, Fortune, Forbes, Economist, Business Week, and the Wall Street Journal. A regular perusal of these periodicals is pivotal part of keeping abreast of business trends and new developments in professional management.

The students with a strong motivation to be well-informed about the best thinking of both academics and practitioners. I would suggest, in addition to above mentioned periodicals, to review the recent issues of Business Strategy Review, MIT Sloan Review, Journal of Business Strategy, and Ivey Business Journal.

The content of our capstone course has all the elements needed to keep and sustain your attention and interest. By becoming more knowledgeable and skilled in the discipline of strategic management may, hopefully, enable you to be "competitively superior", successful in your career, and much wiser about the mysteries of first-rate professional strategic management.

The schedule of mandatory typed case analyses is on page 3 of this MGMT 490 syllabus.

Personal Note: I trust--in a fast-paced and engaging Spring quarter-- that we can have a term of joint learning adventure, meaningful, challenging and stimulating to all of us; I strongly believe the subject matter of our capstone course is expansive and quite rigorous in terms of core concepts and analytical tools, yet the dynamic course content is infused with energy and practical relevance. Good luck.
Schedule of Mandatory Study of Chapters and REQUIRED TYPED CASE
ANALYSIS of MGMT 490 —Thursday Night Section, Spring 2010

April 1  Introductions, Syllabus Discussion, Team Formations; Ch. 1 & Case 20
April 8  Chapters 2, 3 and 4; Cases 2,3, and 4
April 15 Chapters 5, 6 and 7; Cases 7,12, and 15
April 22 Chapters 8,9 and 10; Cases 21 and 26
April 29 Chapters 11 and 12; Cases 23 and 24

May 6  Cases 9 and 19

May 13  Case 25; 8: 9:50 PM  time period is reserved for integrating, consolidating, and fine-tuning of each team’s draft of the paper.

May 20  Team Paper & Oral Presentation Due—AllTeams

May 27  Cases 10 and 14

June 3  Oral Presentation of Art Friedman’s case narrated by Sr. Prof. Hasan
Review and Feedback; Evaluations.

June 10  FINAL EXAMINATION —Please bring green books

Office Hours: Tuesdays & Thursdays: 12:50-3:50PM; After our class sessions; and by appointment: 509-358-2277 in RPT# 355, MS # 3.

Group Selection of Two Comprehensive Cases from the Following Text
Cases: 1,5,6,8,10,13,17,22.