

**Wheeling Jesuit University**  
**Masters of Business Administration (MBA)**  
**MBA 520 Managerial Policy and Strategy, 3 Credit Hours**  
**Spring 2019**

<b>Instructor:</b>	David Hacker (Section 02)
Phone:	304-243-2639
Email:	dhacker@wju.edu
Office:	CET 216
Office Hours:	By appointment

**Catalog Course Description:**

This capstone course is concerned with the development of approaches for defining, analyzing, and resolving complex strategic problems of profit and nonprofit organizations. Cases are used to place students directly into managerial roles with the responsibility of defining problems, developing solutions, and defining these solutions.

**Textbooks and Required Readings:**

- *On Strategy, by Harvard Business Review*
- ISBN-10: 1422157989
- ISBN-13: 978-1422157985
- [https://www.amazon.com/HBRs-10-Must-Reads-Strategy/dp/1422157989/ref=tmm\\_pap\\_swatch\\_0?encoding=UTF8&qid=&sr=](https://www.amazon.com/HBRs-10-Must-Reads-Strategy/dp/1422157989/ref=tmm_pap_swatch_0?encoding=UTF8&qid=&sr=)

**Student Learning Objectives:**

1. **Understanding: Course level objective 1.** Discuss fundamental and technical concepts of strategic planning and managerial policy.
2. **Understanding: Course level objective 2.** Analyze complex community, sector, and organizational situations from a general management point of view, using a comprehensive strategic framework.
3. **Applying: Course level objective 3.** Assess the implications of strategic options, including potential for achieving advantages and for effective implementation, for satisfying the values and needs of a variety of stakeholders (community, clients, etc.)
4. **Applying: Course level objective 4.** Demonstrate an awareness of individual leadership role in global business interactions while identifying strategies for working with diverse communities of stakeholders to achieve shared goals.
5. **Evaluating: Course level objective 5.** Relate personal and professional beliefs/opinions to the theories of managerial policy making to formulate strategies at the general manager level.
6. **Evaluating: Course level objective 6.** Integrate managerial skills acquired in other courses and through personal experience.

**Evaluation Methods:**

Grades will be determined by the instructor's judgment of the following factors:

- Discussion forum (total of 6 points per module)
- Understanding and analysis of information as demonstrated in *Critical Thinking* assignments (4 points per assignment)
- Final paper (30 points)

Total available points for the course: 100

**Attendance Policy:**

*Attendance in an online course is considered weekly active participation. This may include posting to the discussion board, submitting assignments, or completing exams in a timely manner.*

**Disability Statement:**

Wheeling Jesuit University offers students with documented disabilities individual accommodations on a case-by case basis with confidentiality in compliance with the American with Disabilities Act and Section 504 of the Rehabilitation Act of 1973.

In order to receive academic or physical accommodations, students with disabilities must provide current (within three years) and comprehensive documentation concerning the nature and extent of the disability and communicate their needs to the Disability Services Director, located in Ignatius Hall Room G 24 or call 304-243-4484. Students are required to meet with the director to develop accommodation plans that they will present to their course instructors at the beginning of each semester. Students with disabilities that require specific housing accommodations must contact both the Director of Residence Life and the Disability Services Director.

Ultimately, all students with disabilities are responsible for their own academic achievement. They must attend classes, complete course assignments, and fulfill all university requirements for their chosen field of study. It is up to students with disabilities to seek out available assistance on campus and to utilize individualized accommodations that promote academic success.

**Academic Integrity Statement:**

Students are advised that WJU's Academic Integrity Policy will strictly be enforced in this course (see [www.wju.edu/studenthandbook](http://www.wju.edu/studenthandbook)). Questions regarding the policy may be directed to the Office of the Academic Vice-President

Official E-mail: An official WJU e-mail is established for each registered student, each faculty member, and each staff member. All university communications sent via e-mail will be sent to this WJU e-mail address.

**The Academic Resource Center:**

The Academic Resource Center (ARC) is a totally free academic-support service available to all enrolled Wheeling Jesuit University students and staffed almost exclusively by WJU students recommended for employment by WJU faculty. The ARC is located in Bishop Hodges Library and is open five days a week:

Sundays 6:00-8:00 p.m.  
Mondays-Thursdays 1:00-9:00 p.m.

Please visit the ARC's website (readily accessible on the Cardinal homepage under "Quick Links" or as the first listing under "Student Services") to learn about the ARC's services (emphasizing writing, math, and the sciences) and to schedule appointments.

**Title IX Statement:**

Wheeling Jesuit University seeks to provide an environment that is free of bias, discrimination, and harassment. If you have been the victim of sexual harassment, misconduct, or assault we encourage you to report this. If you report this to a faculty member, she or he must notify our college's Title IX coordinator about the basic facts of the incident (you may choose whether you or anyone involved is identified by name). For more information about your options at WJU, please go to <http://wju.edu/titleix/>.

## Course Outline:

MBA 520  
Managerial Policy and Strategy  
Amendable Schedule  
Fall 2018

### Week One/Module 1: And Introduction to Strategy

**Learning objective: To gain an understanding of core strategic planning principles and how they apply to a wide range of real-world issues.**

#### **1. An Introduction to Strategy**

- a. Read Chapter 1: *What Is Strategy?* (p.1)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. Your Strategy Needs a Strategy**

- a. Watch Martin Reeves' Ted Talk: "*Your Strategy Needs a Strategy.*"  
<https://www.google.com/search?q=tet+talk+your+strategy+needs+a+strategy&ie=utf-8&oe=utf-8&client=firefox-b-ab>
- b. **Discussion: Critical Thinking**
  - i. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
  - ii. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### Week Two/Module 2: Competitive Forces and Strategy vs. Tactics

**Learning objective: To demonstrate the process of strategic thinking and identify the difference between strategy and tactics in assessing organizational options in a difficult context.**

#### **1. Competitive Forces and Strategic Positioning**

- a. Read Chapter 2: *The Five Competitive Forces That Shape Strategy* (p. 39)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. What is the Difference Between Strategy and Tactics?**

- a. Watch Rich Horwath's discussion on strategic thinking:  
<https://www.youtube.com/watch?v=MXSqdxtQFGU>
- b. **Discussion: Critical Thinking**

- i. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
- ii. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### **Week Three/Module 3: Company Vision and Core Values**

**Learning objective: To develop a framework for external and internal assessment. To develop critical thinking in developing strategy. To understand Mission, Vision, and Theory of Change.**

#### **1. Vision as Strategy**

- a. Read Chapter 3: *Building Your Company's Vision* (p. 77)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. Core Values and Mission**

- a. Watch Simon Sinek's Ted Talk: "*Start With Why.*"  
[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)
- b. **Discussion: Critical Thinking**
  - iii. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
  - iv. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### **Week Four/Module 4: Adaptability and Transformation in Organizations**

**Learning objective: To demonstrate awareness of global, historical, and institutional forces in strategic management.**

#### **1. Reinventing Your Business Model**

- a. Read Chapter 4: *Reinventing Your Business Model* (p. 103)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. Leading Through Change**

- a. Watch Jim Hemerling's discussion "*5 Ways to Lead in an Era of Constant Change.*"  
[https://www.ted.com/talks/jim\\_hemerling\\_5\\_ways\\_to\\_lead\\_in\\_an\\_era\\_of\\_constant\\_change?language=en](https://www.ted.com/talks/jim_hemerling_5_ways_to_lead_in_an_era_of_constant_change?language=en)
- b. **Discussion: Critical Thinking**
  - i. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)

- ii. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### **Week Five/Module 5: Blue Ocean Strategy, Future Thinking, and Innovation/Evolution**

**Learning objective: How to determine strategies for growth/retrenchment/stability. To evaluate innovation/evolution as a strategy.**

#### **1. Blue Ocean Strategy**

- a. Read Chapter 5: *Blue Ocean Strategy* (p.123)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. Thinking Like a Futurist:**

- a. Watch Ari Wallach's discussion "3 Ways to Plan for the Very Long Term."  
[https://www.ted.com/talks/ari wallach 3 ways to plan for the very long term?language=en#t-193149](https://www.ted.com/talks/ari_wallach_3_ways_to_plan_for_the_very_long_term?language=en#t-193149)
- b. **Discussion: Critical Thinking**
  - i. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
  - ii. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### **Week Six/Module 6: Strategy Execution**

**Learning objective: To understand challenges of implementing a Strategic Plan.**

#### **1. Strategy Execution**

- a. Read Chapter 6: *The Secrets to Successful Strategy Execution* (p. 143)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

#### **2. Critical Lessons in Implementing A Strategic Plan:**

- a. Read *10 Critical Lessons I've Learned About Implementing a Strategic Plan*, by Patrick Sanaghan.  
<https://www.academicimpressions.com/10-critical-lessons-ive-learned-about-implementing-a-strategic-plan/>
- b. **Discussion: Critical Thinking**
  - i. Using information from the article and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
  - ii. NOTE: You do **not** need to reply to classmates' posts for the Critical Thinking discussion post.

### **Week Seven/Module 7: The Balanced Scorecard**

**Learning objective: To understand the four processes to managing strategy using the balanced scorecard model.**

**1. The Balanced Scorecard**

- a. Read chapter 7: *Using the Balanced Scorecard as a Strategic Management System* (p. 167)
- b. Discussion Forum
  - i. Please give one response to each of the two questions posted in the discussion (1 point per response)
  - ii. For each question, reply to two of your classmates' responses (1 point per response).

**3. How To Build a Business That Lasts 100 Years**

- a. Watch Martin Reeves' discussion "How to Build a Business that Lasts 100 Years."  
[https://www.ted.com/talks/martin\\_reeves\\_how\\_to\\_build\\_a\\_business\\_that\\_last\\_100\\_years](https://www.ted.com/talks/martin_reeves_how_to_build_a_business_that_last_100_years)
- a. **Discussion: Critical Thinking**
  - iii. Using information from the video and your own research, formulate your answer to this short essay question as part of the discussion forum. Your response must be at least 400 words. (4 points total)
  - iv. NOTE: You do *not* need to reply to classmates' posts for the Critical Thinking discussion post.

**\*\*Final Paper due the last week of class. Topic, expectations, and grading rubric to be distributed.**