

Maryland in Europe Graduate Programs
Bowie State University

Planning, Budgeting and Analysis
MGMT 503

Saturday & Sunday: 29-30 Mar, 12-13 Apr, 3-4 May; Saturday only, 17 May
Kitzingen, Germany--Larson Barracks
0900-1700 hours

Instructor: William G. Stewart, Ph.D.
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Consultation: 30 minutes before and after class or by appointment

Course Description: *Prerequisite: ECON 522 or the equivalent or permission of the Program Director.* Deals with systematic, policy/project formulation and evaluation that take place in formal organizations. It presents the processes and techniques for strategic planning, resource utilization planning, and an introduction to capital facilities planning. *Students in the MIS program are not eligible for MGMT 503.*

Course Goals: Upon completion of the course, participants should have an understanding of:

1. Principles of strategic management
2. Strategy formulation and environmental scanning
3. The process of policy evaluation

Course Objectives: At the conclusion of this course the student will be able to:

1. Develop an understanding of concepts, research, and theories concerning strategic management.
2. Develop and apply a framework of analysis for practical problem solving.
3. Develop conceptual skills integrating management issues in public and commercial organizations.
4. Develop an appreciation for problems associated with globalization of the economy.
5. Develop abilities to analyze, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
6. Improve research capabilities and critical thinking required for strategic policy formulation and evaluation.
7. Recognize and apply appropriate ethical standards as part of the strategic management process.

Required Texts: NOTE: Some texts are used in multiple classes

Whellen, T. L. & Hunger, J.D. (2002). *Strategic Management and BusinessPolicy*, 8th ed. Upper Saddle River, NJ: Prentice Hall.

Weiss, C. H. (1998). *Evaluation*, 2nd ed. Upper Saddle River, NJ: Prentice Hall.

American Psychological Association. (2001). *Publication Manual of the American Psychological Association*, 5th Edition. Washington, DC.

Grading Information: Grades for this course will be assigned as follows:

A	92% +	C	70 – 79%
B	80 – 91%	F	Below 70% F(a) or regular non-attendance F(n)

Course Requirements:

Participation	10%
Oral Group Case Study Analysis Presentations	20%
Midterm Examination:	20%
Final Examination:	25%
Project: Public Agency Strategic Management Audit	25%

Course Tools:

The use of a personal computer with access to the Internet will be necessary to accomplish the research needed for the term paper/strategic management audit project for a public agency. Similarly, outside research best done via the Internet is required to "fill in the blanks" with current information for case study analysis to supplement the data in assigned texts.

Project Descriptions:

Oral and Written Case Study Presentations

Each student will become part of a group for research and analysis of one or more case studies from the text. These group-developed case studies will be presented orally in class. Remaining class members will be required to participate in the case presentation during the subsequent general discussion/question & answer session. At the conclusion of the formal oral presentation, group members will submit a single formal written case analysis for final review and grading. Each group member will receive the identical project grade, modified only by the possibility of non-participation on the group effort. Recognizing the penchant of some for "social loafing" in a group environment, a mechanism will be identified to penalize those who do not accomplish their share of these assignments.

In addition to the group case presentations, each student will be assigned to accomplish a formal written case study as a term paper/project for research and analysis. This assignment is one of formal written work to develop abilities to analyze, both qualitatively and quantitatively, the performance of people responsible for strategic decisions in public organizations. It will require critical thinking concerning concepts in strategic public policy formulation and evaluation. This assignment envisions robust research via the Internet to (1) locate strategic management information on a city, state, or federal organization of interest to the student and acceptable to the instructor, and (2) performing a strategic management audit of that agency.

In both types of assignments, individual and group case study work, the submitted paper must reflect the academic standard appropriate to a graduate-level course in the University System of Maryland. Your paper should conform to the standard APA style manual. Please use the reference list style with citations indicated parenthetically in the text when necessary. Papers should be double-spaced using one-inch margins on all sides and be presented using a 12-point type face with serifs. There should be an appropriate title page, with all pages numbered. Please use no folders. Simply staple your paper in the top left corner for submission. Papers will be scored with a weight of 25% for correct written expression and style with a 75% weight for class content. The professional manner in which your work is presented creates the initial impression for the quality of the work it contains. Often *how* you write can often be as important as *what* you write.

Public Agency Strategic Management Audit—Individual Term Project

- Search your library and online resources and find a public agency—federal, state, or local—that is of interest to you for the purpose of performing a strategic audit.
- Ascertain that you can find appropriate and sufficient data and strategic management policies for the organization.

Proposal: due Saturday, 12 April 2003.

- Write an informal one-page proposal [maximum] for your public agency strategic management audit detailing your own interest in the agency and how it meets the criterion for this class. Also list your initial data sources/references.

Term project: due Saturday, 17 May, 2003.

- Perform the formal public agency strategic audit and submit the finished project.

Course Schedule:

Module	Topics	Assigned readings/ assignments due	
		Wheelen & Hunger	Weiss
1: 29 Mar AM	Course Introduction & Overview	1	1
2: 29 Mar PM	Class Discussion of case #1, The Recalcitrant Director; Form teams for oral presentations	2	2
3: 30 Mar AM	Class discussion of case #3, The Audit	3	14
4: 30 Mar PM		4	11
5: 12 Apr AM	Public Agency Audit Proposal	5 & 14	13
6: 12 Apr PM		6	3
7: 13 Apr AM		7	12
8: 13 Apr PM	Midterm exam	8 [1-8,14]	
9: 3 May AM	Oral team case presentation [with hard copy]	9	4
10: 3 May PM	Oral team case presentation [with hard copy]	10	6
11: 4 May AM	Oral team case presentation [with hard copy]	11	
12: 4 May PM	Oral team case presentation [with hard copy]	12	
13: 17 May AM	Oral team case presentation [with hard copy]	13	
14: 17 May PM	Strategic management audit of a public agency; Review & Final exam	Comprehensive	

FIRST CLASS READING ASSIGNMENT:

Prior to the first class weekend, a student should read material assigned for the first weekend of class. Specifically, Wheelen & Hunger chapters 1-4; Case 1 The Recalcitrant Director at Byte Products, Inc.; Case 3 The Audit (p. 3-1); and Weiss chapters 1, 2, 11, & 14.

A serious note: During each weekend, approximately 25% of the class material will be assigned and accomplished. If you arrive for our first weekend session without preparation and/or without your texts, you will not have met course requirements. This fact will be noted and will become part of your course grade.

Student Responsibilities:**Attendance and Participation**

- Every class meeting is important. Attendance in class is mandatory. Emergencies, illnesses and duty assignments constitute excused absences.
- The student is responsible for material covered and assignments missed during an absence. It is the student's responsibility to coordinate make up work.
- The student is expected to participate regularly in class discussions and formal oral presentations and to complete homework and class assignments on time.
- A participation score will be assessed based on a student's active discussion, positive attitude for learning, and communicative, cooperative attitude.

Class Policies

- A student must be prepared to discuss and work with readings during the session in which they are assigned; you must read ahead to be prepared for class. Short quizzes may be given.
- Timeliness in submitting assignments and accomplishing exams is expected. If work is not submitted, the grade assigned will be a zero. An unexcused absence during scheduled oral presentations scores a zero; makeup work will be assigned for excused absences during a scheduled oral presentation. Midterm and final exams can only be made up by prior arrangement with the instructor.
- Academic integrity and proper student decorum are required at all times. Students are expected to do their own work. Giving or receiving help during an exam or submitting another's work as your own will result in a grade of zero for the assignment.
- The instructor reserves the right to modify the class schedule based on needs of the students and class progress in consonance with course objectives.

Exams

- One midterm exam will be administered, designed to require 1-1/2 hours effort.
- The final exam will be comprehensive in nature and designed to require 2 hours of effort.

Academic Policies: Please refer to the UMUC Maryland in Europe Catalog, available online at http://www.ed.umuc.edu/visit/pubs/catalog/grad_02-03.pdf or from your local Education Center, for information on the following:

Academic Integrity

Course Load

Exception to Policy

Grade Appeal Process

Make-up Examinations

Nondiscrimination

Student with Disabilities

Code of Civility

To promote a positive, collegial atmosphere among students, faculty, and staff, Maryland in Europe has developed the following Code of Civility:

Respect

Treat all students, faculty, and staff with respect and in a professional and courteous manner at all times and in all communications, whether in person or in written communication (including e-mail).

Kindness

Refrain from using profanities, insults, or other disparaging remarks.

Truth

Endeavor to cite only the truth and not knowingly misrepresent, mischaracterize, or misquote information received from others.

Responsibility

Take responsibility for our own actions instead of blaming others.

Cooperation

Work together with other student, faculty, and staff in a spirit of cooperation toward our common goals of seeking and providing quality education.

Privacy

Strive to uphold the right to privacy and not talk about others.

Nondiscrimination

Respect the differences in people and their ideas and opinions and reject bigotry.

About Your Instructor:

William G. Stewart , Ph.D., Collegiate Professor of Business & Management

Dr. Bill Stewart completed the Ph.D. in Organizational Leadership at the University of Oklahoma, writing a dissertation on perceptions of leadership and management in the Armed Forces of the United States. He received the M.B.A. from the University of South Dakota and the B.A. in International Relations and German from Brigham Young University. He joined the University of Maryland faculty in 1990, after retiring from the U.S. Air Force with service in ICBM operations, as a pilot, and in international politico-military affairs for Germany and the United Kingdom.