

LAST REVIEW: 2009-10

NEXT REVIEW: 2014-15
2014-2015

STATUS: A
A

COURSE TITLE: Strategic Management and Policy

COMMON COURSE NUMBER: MAN 4702

CREDIT HOURS: 3

CONTACT HOUR BREAKDOWN

(per 16 week term)

CLOCK HOURS:

Lecture: **48** Lab:

Clinic: Other:

PREREQUISITE(S): BUL 3130, GEB 3212, MAN 3162, MAN 3240, MAN 3303, MAN 3310, MAN 3930, MAN 4102, FIN 4461, MAN 4120, MAN 4504

COREQUISITE(S): BUL 3130, GEB 3212, MAN 3162, MAN 3240, MAN 3303, MAN 3310, MAN 3930, MAN 4102, FIN 4461, MAN 4120, MAN 4504

PRE/COREQUISITE(S): None

COURSE DESCRIPTION: This course emphasizes strategic planning and strategy implementation in an organization. Students learn how to perform internal and external audits, identify problems, and formulate goals and objectives. Students will develop action plans, and evaluate the effectiveness of the outcome of the plan. Case studies are used to promote decision making abilities.

UNIT TITLES

1. Strategic Management Process: An Overview
2. Development of a Strategic Vision, Setting Objectives, and Crafting a Strategy
3. Industry and Competitive Analysis
4. Evaluation of Company Resources and Competitive Capabilities
5. Strategy and Competitive Advantages
6. Matching Strategy to a Company's Situation
7. Evaluations of Corporate Diversification Strategies and Plans
8. Implementing Strategy: Building Resource Capabilities and Structuring the Organization.
9. Implementing Strategic Plans: Budgets, Policies, Best Practices, Support Systems, and Rewards.
10. Case Study

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EVALUATION:

Evaluation will be done by way of individual case study analysis and/or group case study analysis, group or individual presentations, and/or test/examinations at the discretion of the instructor.

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UNITS

Unit 1: Strategic Management Process: An Overview

General Outcome:

- 1.0 The student shall define and examine existing presentations on forming a strategic vision, concept of strategy, and describe why crafting and implementing strategies are important tasks for team management.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 1.1 Define the concept of strategy and describe its many facets.**
- 1.2 Indicate the kinds of actions that determine a company's strategy.**
- 1.3 Explain why strategies are partly proactive and partly reactive, and why company strategies tend to evolve over time.**
- 1.4 Define winning strategies and how they differ from flawed strategies and explain why the caliber of a company's strategy determines whether it will enjoy a competitive advantage or be burdened by a competitive disadvantage.**
- 1.5 Determine why the tasks of crafting and executing strategy are core management functions.**

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Unit 2: Development of a Strategic Vision, Setting Objectives, and Crafting a Strategy

General Outcome:

- 2.0 The student shall explain differences between business mission and strategic vision, including topics such as stretch objectives, strategy concept, levels of strategy-making, and policies that shape strategy.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 2.1 Develop a strategic vision of company goals for future product, market, customer and technology focus.**
- 2.2 Set performance objectives and expectations with timelines.**
- 2.3 Craft a strategy to achieve objectives and align company goals.**
- 2.4 Implement and execute the selected strategy efficiently and effectively.**
- 2.5 Evaluate performance and initiate corrective adjustments in vision and long-term direction.**

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Unit 3: Industry and Competitive Analysis

General Outcome:

- 3.0 The student shall understand the concepts and analytical tools on the aspects of a single-business company's external environment.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 3.1 Analyze the various types of competitive assets; evaluate resource strengths and weaknesses, and leverage competencies and capabilities into competitive advantage.**
- 3.2 Demonstrate the importance of matching strategy to company resources and capabilities.**
- 3.3 Synthesize attention centers on the competitive arena in which a company operates, the drivers of market change, and what rival companies are doing.**
- 3.4 Explore the methods of evaluating a company's internal circumstances and competitiveness as well as external resources.**

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Unit 4: Evaluation of Company Resources and Competitive Capabilities

General Outcome:

- 4.0 The student shall simulate company situation analysis by using the tools of competitive assets, resource strengths and weaknesses, leverage competencies and capabilities. The students shall also demonstrate the importance of matching strategy to company resources and capabilities by using case analysis**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 4.1 Analyze successful implementation of strategy.**
- 4.2 Evaluate the strategy from a qualitative standpoint (completeness, internal consistency, rationale, and suitability of the situation).**
- 4.3 Evaluate the strategy from a quantitative standpoint.**
- 4.4 Recognize the company's resource strengths and weaknesses, and its external opportunities and threats [SWOT].**
- 4.6 Defend the company's resource strength, competencies, and competitive capabilities.**
- 4.7 Illustrate the company's price and cost competitiveness.**
- 4.8 Explain the company's competitive strength and weakness to key rivals.**

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Unit 5: Strategy and Competitive Advantages

General Outcome:

- 5.0 The student shall analyze how a competitive strategy matches a management plan for competing successfully and securing a competitive advantage over rivals.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 5.1 Summarize how the company's competitive strategy pleases customers, and its offensive and defensive moves to counter the maneuvers of rivals.**
- 5.2 Explain how a company's responds to market conditions prevailing at the moment.**
- 5.3 Evaluate a company's initiatives to strengthen its market position, and its approach to securing a competitive advantage.**
- 5.4 Explain how a company does a better job than its rivals providing what buyers are looking for and thereby securing an upper hand in the marketplace.**

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Unit 6: Matching Strategy to a Company's Situation

General Outcome:

- 6.0 The student shall recognize a new high-velocity industry and job situation where rapid-fire technological changes, short product life-cycles, frequent moves by competitors and rapidly evolving customer requirements dominate the marketplace**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 6.1 Analyze strategies for competing in emerging industries.**
- 6.2 Contrast strategies for competing in a maturing industry.**
- 6.3 Comprehend strategies for companies in declining industries.**
- 6.4 Understand the concept in strategies for companies in fragmented industries.**
- 6.5 Investigate strategies for competing in international markets.**

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Unit 7: Evaluations of Corporate Diversification Strategies and Plans

General Outcome:

- 7.0 The student shall explore the importance of diversification, diversification approaches, and the search for a diversification-based competitive advantage.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 7.1 Assess the long-term attractiveness of the industries into which the company has diversified business units.**
- 7.2 Evaluate the relative competitive strength of each of the company's business units.**
- 7.3 Understand which companies are strong contenders in their industries, which are weak contenders, and the underlying reasons for their strengths or weaknesses.**
- 7.4 Draw an industry attractiveness–competitive strength matrix that helps identify the prospects of each unit.**
- 7.5 Compare the company's resource strengths with resource requirements.**
- 7.6 Rank the performance prospects of the companies.**
- 7.7 Craft new strategy to improve overall corporate performance.**

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Unit 8: Implementing Strategy: Building Resource Capabilities and Structuring the Organization.

General Outcome:

- 8.0 The student shall determine company strategies to promote collaboration with external entities.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 8.1 Identify an organization's competencies, capabilities, and resource strengths to execute successful corporate strategy and policy.**
- 8.2 Develop policies and procedures that facilitate strategy execution and support best practices.**
- 8.3 Install information and operating systems to improve company efficiency.**
- 8.4 Match rewards directly to the achievement of strategic and financial targets.**
- 8.5 Shape the work environment and corporate culture to match the strategy.**

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Unit 9: Implementing Strategic Plans: Budgets, Policies, Best Practices, Support Systems, and Rewards.

General Outcome:

- 9.0 The student shall expand ideas of essential tasks like benchmarking, best practices, reengineering business processes, total quality management, and roles of operating systems, the Internet, intranets, and e-mail**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 9.1 Analyze staffing functions like recruiting and retaining employees, technical skills, and intellectual capital,**
- 9.2 Understand building organizational core competencies and competitive capabilities.**
- 9.3 Structure the organization and work effort, organizing value chain activities and business processes.**
- 9.4 Understand market competitors and devise a competitive strategy.**

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Unit 10: Case Study

General Outcome:

- 10.0 The student shall analyze corporate cases using both the analytical and problem-solving method.**

Specific Measurable Learning Outcomes:

Upon successful completion of this unit, the student shall be able to:

- 10.1 Understand applied case study methods to identify problems and suggest possible solutions.**