

Department of Business:
Course Outline for BUS 3525
Strategic Management - 3 Credits/3 Hours a week

Pre-requisites & Co-requisites: BUS 2425

Recommended Textbook(s) & Supplemental Material(s): Strategic Management by Coulter. Publisher: Pearson. Either the print or online versions of The New York Times, The Wall Street, and Business Week.

Course Description/Overview: This course focuses on the challenges and opportunities of strategy formulation and analysis to achieve strategic management in today's global organization. We will examine how to translate business goals into actions plans for implementation. Students will learn why some firms perform better than others while analyzing the competitive environment, assess internal strengths and weakness as well as external opportunities and threats of a firm, identify a firms' key success factors, evaluate international strategies and entrepreneurial ventures among other related topics. Learning is primarily through lectures, cases, articles, analysis of current business events and group presentations.

Learning Objectives - Course Specific: Why is Strategic Management Important? What is Strategic Management? Strategic Management in Today's World. The New Business Environment. Competitive Advantage. Contrasting the Multicounty and global approaches to Strategic Management.

Learning Objectives - General Education:

- The development of Breadth and Depth of Knowledge and Lifelong Learning
- The Acquisition of Communication Skills, including Inquiry and Analysis
- The Integration of Information Literacies and Integrate Learning
- The Formation and Application of Professional and Personal Development, Ethics and Values, Community and Civic Engagement, and a Global and Multicultural Orientation

Student Learning Outcomes – Course Specific:

1. After completing Chapter 1 the student should be able to:
 - Define strategic management and explain its importance.
 - List the three components/stages of strategy.
 - List the six interrelated steps in the strategic management process.
 - List the fine theoretical frameworks that have influenced the field.
 - Tell what the characteristics of strategic decisions involve or require.
 - Explain how/why strategic management is a continuous process.

2. After completing Chapter 2 the student should be able to:
 - List and explain the three levels of analysis that strategic management involves.
 - List and explain the four primary forces in the macroenvironment.
 - List and explain the five basic competitive forces within the industry.
3. After completing Chapter 3 the student should be able to:
 - List and explain the three sets of resources that comprise a firm's strengths and/or weaknesses.
 - State the reason(s) for the organization's existence, incorporating mission and organizational level, mission and strategy.
 - Define and give examples of the organization's goals; define and give examples of the organization's objectives.
 - Name the parties who comprise corporate governance and their reason for being.
 - Explain the relationship between strategy and managerial ethics.
4. After completing Chapter 4 the student should be able to:
 - Explain the purpose of corporate restructuring list its dimensions.
 - List and explain the three corporate -level strategies available to top managers, given the corporate portfolio.
 - List the ways growth can be attained and explain, by example, how.
 - Answer questions illustrating how some firms adopt a stability strategy.
 - Answer questions illustrating how firms in less satisfactory competitive positions adopt a retrenchment strategy.
5. After completing Chapter 5 the student should be able to:
 - List and describe the four portfolio management frameworks.
 - Compare/contrast decentralization and centralization when considering corporate involvement in business unit operations.
6. After completing Chapter 6 the student should be able to:
 - List and describe the three generic strategies for small business units.
 - List and describe the four generic strategies for large business units.
 - Answer questions/solve cases illustrating factors involved in selecting a particular strategy.
 - Explain the relationship that would be expected to be found between the generic strategy selected by a business unit and its market share and profitability.
7. After completing Chapter 7 the student should be able to:
 - List and describe the functions of the purchasing department.
 - Explain how the purchasing strategy depends upon the generic strategy selected.
 - State the goal of production/operations management.
 - List some of the more important relationships the production/operations management, finance, and research and development functions.
 - List and explain the components of human resource management.
 - List some of the major relationships among marketing, information systems, and human resource management.
8. After completing Chapter 8 the student should be able to:



- Name and explain the two types of organizational growth.
 - Name and explain the six types of organizational structure.
 - Explains why there should be a contingency approach to the assessment of organizational structure.
9. After completing Chapter 9 the student should be able to:
- Compare/contrast leadership and management.
 - Name and explain the various leadership styles and the circumstances under which a given style is preferable over another.
 - Name and explain six common techniques of using power.
 - Define organizational culture and explain how it can facilitate or hinder strategy.
10. After completing Chapter 10 the student should be able to:
- Define strategic control and list the five steps in the strategic control process.
 - List and explain the three foci of strategic control.
 - State the strengths and weaknesses of setting strategic control standards on past performance.
 - List and explain the three primary ways to exert strategic control.
11. After completing Chapter 11 the student should be able to:
- Explain how most enterprises begin their involvement with foreign countries.
 - List and explain the elements in the macro-environment.
 - List and explain the elements in the industry environment.
 - Explain how/why the mission, goals, and objectives may be closely intertwined with international operations.
 - Explain how (considering the international arena) corporate level strategies may include strategic alliances, license agreements, or direct investments.
12. After completing Chapter 12 the student should be able to:
- List the two types of non-for-profit organizations and describe and give examples of each.
 - List the strategic issues for nonprofit and public organizations.
13. Before completing the course the student should be able to analyze several case studies and present practical solutions to them, at least three of which must be submitted in writing to demonstrate depth and breadth of knowledge and comprehension.

Student Learning Outcomes – General Education: Upon the satisfactory completion of this course students will have explored the following General Education Student Learning Outcomes:

(1) The Value of Knowledge and Learning; (2) The Ability to Use the Arts and Humanities as a Forum for the Study of Values and Ethical Principles; (3) The Ability to Pursue Disciplined, Inquiry-Based Learning in the Major; (4) The Acquisition of Tools For Lifelong Learning; (5) The Skills Necessary for Communicating in Diverse Settings and Groups Through the Use of Written, Oral and Visual Means; (6) The Ability to Understand and Employ both Quantitative and Qualitative Analysis To Describe and Solve Problems; (7) Employ Logical Thinking; (8) Use Creativity to Solve Problems; (9) Gather, Interpret, Evaluate, and Apply Information Discerningly



From a Variety of Sources; (10) Demonstrate Intellectual Honesty and Personal Responsibility; (11) Discern the Consequences of Decisions and Actions; (12) Demonstrate Intellectual Agility and the Ability to Manage Change; (13) Transform Information into Knowledge and Knowledge Into Judgment and Action; (14) Apply Knowledge and Analyze Social, Political, Economic and Historical Issues; (15) Demonstrate Expanded Cultural and Global Awareness and Sensitivity; (16) Discern Multiple Perspectives; (17) Use Awareness of Cultural Differences to Bridge Cultural and Linguistic Barriers: (18) Demonstrate Proficiencies and Capabilities in Dealing With a Diverse Society; and (19) Communicate Across Cultural and Linguistic Barriers.

CUNY’s Academic Integrity Policy: *Academic dishonesty is prohibited in The City University of New York.* Penalties for academic dishonesty include academic sanctions, such as failing or otherwise reduced grades, and/or disciplinary sanctions, including suspension, or expulsion.

Cheating is the unauthorized use or attempted use of material, information, notes, study aids, devices or communication during an academic exercise.

Plagiarism is the act of presenting another person’s ideas, research or writings as your own. The following are some examples of plagiarism, but by no means is it an exhaustive list:

Internet Plagiarism includes submitting downloaded term papers or parts of term papers, paraphrasing or copying information from the internet without citing the source, and “cutting and pasting” from various sources without proper attribution.

For a more detailed explanation, you can find the full Academic Integrity Policy here:

http://www.citytech.cuny.edu/aboutus/docs/policies/CUNY_ACADEMIC_INTEGRITY_6-2011.pdf

College Attendance Policy: A student may be absent without penalty for 10% of the number of scheduled class meetings during the semester as follows:

<u>Class Meets</u>	<u>Allowable Absence(s)</u>
1 time/week	2 classes
2 times/week	3 classes
3 times/week	4 classes

Excessive Absence:

If a student’s class absences exceed the limit established for a given course or component, the instructor will alert the student that a grade of “WU” may be assigned. If a student remains officially registered for a course and never attends that course, a final grade of “*WN” will be assigned. If the student withdraws officially from the course, he/she will be assigned a grade in accordance with the existing withdrawal policy of the College.

Grading Policy: Final Term Grades will be based on criteria as follows:

- a. Mid-term Exam 30%
- b. Class Participation/Attendance 10%
- c. Term Paper (20%)/ Presentation (10%) 30%
- d. Final Exam 30%

Grading System: All grades will be based in proportion to the following scale:

A	=	93 - 100
A-	=	90 - 92.9
B+	=	87 - 89.9
B	=	83 - 86.9
B-	=	80 - 82.9
C+	=	77 - 79.9
C	=	70 - 76.9
D	=	60 - 69.9
F	=	59.9 and below

Assessment Methods: Term Paper, Midterm exam, Presentation & Final exam

Course Technology: Blackboard, WileyPlus.

Class Schedule:

Week	Subject	Text
1 & 2	INTRODUCING THE CONCEPTS	Ch. 1
3 & 4	THE CONCEPT OF MANAGING STRATEGICALLY	Ch. 2
5&6	ASSESSING OPPORTUNITIES AND THREATS: DOING AN EXTERNAL ANALYSIS	Ch 3
7&8	ASSESSING STRENGTHS AND WEAKNESSES: DOING AN INTERNAL ANALYSIS	Ch. 4
REVIEW AND MID-TERM EXAM		
9&10	FUNCTIONAL STRATEGIES	Ch. 5
11&12	COMPETITIVE STRATEGIES	Ch 6
13	CORPORATE STRATEGIES	Ch. 7
14	SPECIAL TOPICS: INTERNATIONAL STRATEGIES AND STRATEGIES FOR ENTREPRENEURIAL VENTURES AND NOT-FOR-PROFITS	Ch. 8
15	REVIEW AND FINAL EXAM (COVERING ENTIRE COURSE)	