

COURSE SYLLABUS

Catawba College
School of Evening and
Graduate Studies.

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MGT 3990E Strategic Management Spr2014

Course Description

The course requires the understanding of the importance and complexity of the strategic management process. The student will understand the need to integrate analysis and intuition into the strategic management process. The student will learn the nature of strategy formulation, implementation, and evaluation. The course includes the concepts of ethics in strategic decision making where appropriate. The course integrates the Malcolm Baldrige National Quality Criteria, Category 2, Strategic Management. Examples of national strategic planning concepts from winners of this prestigious award will be shared from the experiences of the Professor who served as a National Quality Examiner for the U. S. Department of Commerce under both Presidents Clinton and Bush.

Course Performance Objectives

Upon completion of MGT 3990E, the student will be able to:

1. Demonstrate the importance of quality decision making concepts
2. Compare quality-focused management with traditional approaches
3. Understand the various approaches to quality decision making
4. Understand the importance of profound knowledge for decision accuracy
5. Apply various total quality decision-making tools via case development
6. Appreciate the need for quality in customer-supplier relationships
7. Focus on processes in the design of organizations for quality
8. Effectively deal with ensuring quality through organizational change
9. Understand the effectiveness of teams for quality where applicable
10. Utilize the concepts that ensure employee empowerment and motivation
11. Appreciate the need for quality leadership in all aspects of organizations
12. Understand the importance of quality and competitive advantage
13. Implement strategy with a total-quality based design for ultimate success
14. Integrate organizational Vision, Mission, Values, and Core Competencies
15. Apply organizational improvement approaches via the case analyses and video reviews.

16. Describe and explain the strategic management process.
17. Explain the advantages and disadvantages of entering global markets.
18. Describe the nature and role of vision and mission statements in a company strategy.
19. Identify how clear mission and vision statements contribute to other strategic management processes.
20. Describe how to conduct an external strategic management model
21. Identify key sources of external information, including those from the internet.
22. Discuss the importance of gathering competitive intelligence.
23. Describe how to conduct an internal strategic management model.
24. Explain how to determine and prioritize a firm's internal strengths and weaknesses.
25. Construct both an External Factor Evaluation (EFE) Matrix and a corresponding Internal Factor Evaluation Matrix (IFE) for an organization.
26. Understand the importance of financial analysis ratios in the IFE Matrix Model.
27. Identify sixteen types of business strategies that can be used in the strategic management process.
28. Understand Porter's generic strategies.
29. Understand the strategic management model as it pertains to non-profit organizations, governmental, and small business.
30. Understand and develop a TOWS Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and QSPM.
31. Discuss the role of organizational culture in the strategic planning process.
32. Understand why strategy implementation is more difficult and challenging than strategy formulation.
33. Describe the relationships between production/operations and strategy implementation.
34. Discuss employee monetary incentives, such as an Employee Stock Ownership Plan, (ESOP), and its contribution to the strategy building process.
35. Describe how an organization links performance to pay strategies.
36. Understand market segmentation and product positioning as strategy-implementation tools.
37. Understand why pro forma financial analysis is a central strategy-implementation tool.
38. Explain how to evaluate the attractiveness of debt versus stock as a source of capital to implement strategies.
39. Explain how computer information systems can determine the success of strategy-implementation efforts.
40. Utilize one of several practical frameworks to evaluate strategies.
41. Discuss the importance of contingency planning in strategy evaluation.
42. Understand the role of auditing in strategy evaluation.
43. Understand the complexities, challenges, and opportunities inherent in an effective strategy evaluation and control model.
44. Understand the synergistic effect of involvement leading to commitment to the strategic management process.
45. Experience the challenge and the difficulty of communicating the strategic management process via strategic management planning groups.

Required Text:

Strategic Management, Concepts and Cases, Latest Edition, Fred R. David, Prentice Hall, NJ 07458.

Teaching Method:

The teaching methods used in the class will include, but not be limited to, class discussion, on-going case analysis, and examinations on the strategic management model.

Expectations:

The individual student is fully expected to assume responsibility for all assigned readings, case study completions, reactionary comments, and regular class attendance.

Performance Evaluation:

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|-----------------------------------|-----|
| 1. Three multiple choice exams | 80% |
| 2. Class attendance/participation | 20% |

There are no provisions for the missing of an exam except when official documentation from a legal, medical or work source is submitted and approved. The make-up exam is different from the regular exam and is not adaptable for the post-test review process where questions are validated and checked for reliability. All approved make-up exams must be completed before the next class in which the exams are shared with the students. It is the student's responsibility to contact the instructor, submit the request for exam make up, and complete the make-up exam in accordance with the administrative staff's availability.

Grading Scale:

A = 90% minimum
B = 80% minimum
C = 70% minimum
D = 60% minimum
F = < 60%

Assignment Schedule

<u>Assignment</u>	<u>Topic</u>
Session 1	Chapters 1-2
Session 2	Chapters 2-3
Session 3	Exam #1 over Chapters 1-3 Chapter 4
Session 4	E. Bolick Test
Session 5	Chapter 5
Session 6	Chapter 6
Session 7	Exam #2 over Chapter 4-6
Session 8	Chapters 7-8
Session 9	Exam #3 over Chapters 7-8

Dr. Anderson reserves the right to make pre-announced syllabus changes if necessary.