

STATE UNIVERSITY OF NEW YORK  
COLLEGE OF TECHNOLOGY  
CANTON, NEW YORK



## MASTER SYLLABUS

COURSE NUMBER – COURSE NAME

**BSAD 449 – Strategic Policies and Issues**

**CIP Code: 52.0299**

*For assistance determining CIP Code, please refer to this webpage*

*<https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55>*

*or reach out to Sarah Todd at [todds@canton.edu](mailto:todds@canton.edu)*

**Created by: Charles R. Fenner**

**Updated by: Charles R. Fenner**

**School of Business and Liberal Arts**

**Department: Business**

**Semester/Year: Fall/2023**

- A. TITLE: Strategic Policies and Issues
- B. COURSE NUMBER: BSAD 449
- C. CREDIT HOURS: (Hours of Lecture, Laboratory, Recitation, Tutorial, Activity)

# Credit Hours: 3  
 # Lecture Hours: 3 per week  
 # Lab Hours: 0 per week  
 Other: per week

Course Length: 15 Weeks

- D. WRITING INTENSIVE COURSE: Yes  No

- E. GER CATEGORY: None:  Yes: GER  
*If course satisfies more than one: GER*

- F. SEMESTER(S) OFFERED: Fall  Spring  Fall & Spring

G. COURSE DESCRIPTION:

This course will define the criteria for critical business decision making. Students will examine strategic issues in international and domestic organizations, use core concepts and analytical tools, and assess the impact of political, economic, and legal factors on business operations and strategies. Real case study of headline issues will be used to provide insights and focus attention on the special demands of competition, competitive advantage, and winning strategy execution

- H. PRE-REQUISITES: None  Yes  If yes, list below:

ECON 103 Microeconomics, FSMA 210 Introduction to Finance, BSAD 301 Principles of Management, and BSAD 203 Marketing and Junior level status or permission of the instructor.

CO-REQUISITES: None  Yes  If yes, list below:

- I. STUDENT LEARNING OUTCOMES: (*see key below*)

By the end of this course, the student will be able to:

<u>Course Student Learning Outcome</u> [SLO]	<u>Program Student Learning Outcome</u> [PSLO]	<u>GER</u> [If Applicable]	<u>ISLO &amp; SUBSETS</u>

Evaluate companies strategically, by assessing present business position, longterm direction, resources and competitive capabilities	Critical Thinking and Analytical Competence		2-Crit Think ISLO ISLO	IA Subsets Subsets Subsets
Identify the managerial tasks involved with mapping direction such as establishing organization's vision, missions, goals, and objectives.	Critical Thinking and Analytical Competence		2-Crit Think ISLO ISLO	IA Subsets Subsets Subsets
Apply SWOT and PESTLE analysis to build strategies in a variety of industries, competitive situations, and global market.	Core Knowledge		5-Ind, Prof, Disc, Know Skills ISLO ISLO	Subsets Subsets Subsets Subsets
. Examine strategic moves that strengthen company's position and managerial actions that promote competent strategy execution.	Critical Thinking and Analytical Competence		2-Crit Think ISLO ISLO	IA Subsets Subsets Subsets
Link the role of corporate culture to strategy execution.	Critical Thinking and Analytical Competence		ISLO 2-Crit Think ISLO	IA Subsets Subsets Subsets
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KEY	<u>Institutional Student Learning Outcomes [ISLO 1 – 5]</u>
ISLO #	ISLO & Subsets
1	<b>Communication Skills</b> Oral [O], Written [W]
2	<b>Critical Thinking</b> <i>Critical Analysis [CA], Inquiry &amp; Analysis [IA], Problem Solving [PS]</i>
3	<b>Foundational Skills</b>

	<i>Information Management [IM], Quantitative Lit./Reasoning [QTR]</i>
4	<b>Social Responsibility</b> <i>Ethical Reasoning [ER], Global Learning [GL], Intercultural Knowledge [IK], Teamwork [T]</i>
5	<b>Industry, Professional, Discipline Specific Knowledge and Skills</b>

\*Include program objectives if applicable. Please consult with Program Coordinator

J. APPLIED LEARNING COMPONENT: Yes  No

If YES, select one or more of the following categories:

- |                                                   |                                                                   |
|---------------------------------------------------|-------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Classroom/Lab | <input type="checkbox"/> Civic Engagement                         |
| <input type="checkbox"/> Internship               | <input checked="" type="checkbox"/> Creative Works/Senior Project |
| <input type="checkbox"/> Clinical Placement       | <input checked="" type="checkbox"/> Research                      |
| <input type="checkbox"/> Practicum                | <input type="checkbox"/> Entrepreneurship                         |
| <input type="checkbox"/> Service Learning         | (program, class, project)                                         |
| <input type="checkbox"/> Community Service        |                                                                   |

K. TEXTS:

West, P. G. (2020). Strategic management: Value creation, sustainability and performance. Riderwood Publishing.

L. REFERENCES:

None

M. EQUIPMENT: None  Needed: Technology Enhanced Classroom

N. GRADING METHOD: A-F

O. SUGGESTED MEASUREMENT CRITERIA/METHODS:

**Benchmark simulation scores; case studies; exams**

P. DETAILED COURSE OUTLINE:

**I. Strategic Management**

- a. Strategic Planning, Management and Leadership
- b. Company's Strategy and Business Model
- c. Making a Winner Strategy
- d. The Importance of Crafting and Executing Strategy

**II. The Managerial Process of Crafting and Executing Strategy**

- a. Stakeholders and Developing a Strategic Vision
- b. Strategy Making and Strategy Executing Process
- c. Corporate Governance and Strategy

### **III. Company's External Environment**

- a. Strategic Groups within Industries**
- b. Limitations of the Five Forces and Strategic Group Models**
- c. Competitive Changes During an Industry's Evolution**
- d. Network Economics as a Determinant of Industry Conditions**
- e. Globalization, Industry Structure, and Competitive Advantage**

### **IV. Company's Internal Environment**

- a. Competitive Advantage: Value Creation, Low Cost, and Differentiation**
- b. The Generic Building Blocks of Competitive Advantage**
- c. Business Functions, the Value Chain, and Value Creation**
- d. Distinctive Competencies, Resources, and Capabilities**
- e. Sustaining Competitive Advantage**

### **V. Five Generic Competitive Strategies--Which One to Employ?**

- a. Low Cost Strategy**
- b. Broad Differentiation Strategy**
- c. Best-Cost Provider Strategy**
- d. Focused (or Market Niche) Strategies based on Low Cost**
- e. Focused (or Market Niche) Strategies based on Differentiation**

### **VI. Other Important Strategy Choices/Options**

- a. Collaborative Strategies: Alliances and Partnerships**
- b. Vertical Integration**
- c. Alternatives to Vertical Integration: Cooperative Relationships and Strategic Outsourcing**
- d. Diversification or Strategic Alliances as an Alternative to Diversification**

### **VII. Strategies for Competing in Foreign Markets**

- a. Profiting from Global Expansion**
- b. Pressures for Cost Reductions and Local Responsiveness**
- c. The Quest for Competitive Advantage**
- d. Basic Entry Decisions and Strategic Choice**
- e. Global Strategic Alliances and Effectiveness**

### **VIII. Tailoring Strategy to Fit Specific Industry and Company Situations**

- a. Strategies for competing Emerging Industries**
- b. Strategies for competing in Mature Industries**
- c. Strategies Stagnant or Declining Industries**
- d. Commandments for Crafting Successful Business Strategies**

### **IX. Diversification: Strategies for Managing a Group of Businesses**

- a. Building Shareholder Value**
- b. Choosing Diversification path**

**c. Evaluating the Strategy of a Diversified Company**

**X. Strategy, Ethics, and Social Responsibility**

**a. Business Ethics**

**b. Company's Strategy and its Core Values**

**c. Strategy and Social responsibility**

**XI. Building Resource Strengths and Organizational Capabilities**

**a. The Role of Organizational Structure**

**b. Staffing the Organization**

**c. Building Core Competencies and Capabilities**

**d. Execution-Related Aspects of Organizing the Work Effort**

**XII. Striving for Operating Excellence**

**a. Strategic Control Systems**

**b. Installing Information and Operating Systems**

**c. Strategic Rewards and Incentives**

**XIII. Corporate Culture and Leadership**

**a. Installing an Organizational Culture**

**b. Leading the Strategy Execution Process**

**c. Managing and Evaluating Change**

Q. LABORATORY OUTLINE: None  Yes