

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



MASTER SYLLABUS

BSAD 449 – Strategic Policies and Issues

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**SCHOOL OF BUSINESS AND LIBERAL ARTS
BUSINESS DEPARTMENT
Spring 2019**

- A. **TITLE:** Strategic Policies and Issues
- B. **COURSE NUMBER:** BSAD 449
- C. **CREDIT HOURS:** 3
- D. **WRITING INTENSIVE COURSE:** No
- E. **GER CATEGORY:** NA
- F. **SEMESTER(S) OFFERED:** 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. **PREREQUISITES/CO-COURSES:**
 Pre-requisites: 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.

I. **STUDENT LEARNING OUTCOMES:**

<u>Course Student Learning Outcome [SLO]</u>	<u>PSLO</u>	<u>ISLO</u>
a. Evaluate companies strategically, by assessing present business position, long-term direction, resources and competitive capabilities	1. Critical Thinking and Analytical Competence	2. Critical Thinking (IA)
b. Identify the managerial tasks involved with mapping direction such as establishing organization's vision, missions, goals, and objectives.	1. Critical Thinking and Analytical Competence	2. Critical Thinking (IA)
c. Apply SWOT analysis (Strength, Weakness, Opportunities, and Threats) to build strategies in a variety of industries, competitive situations, and global market.	3. Core Knowledge	5. Industry, Professional, Discipline Specific Knowledge and Skills
d. Examine strategic moves that strengthen company's position and managerial actions that promote competent strategy execution.	1. Critical Thinking and Analytical Competence	2. Critical Thinking (IA)
e. Link the role of corporate culture to strategy execution.	1. Critical Thinking and Analytical Competence	2. Critical Thinking (IA)

KEY	<u>Institutional Student Learning Outcomes [ISLO 1 – 5]</u>
ISLO #	ISLO & Subsets
1	Communication Skills Oral [O], Written [W]
2	Critical Thinking <i>Critical Analysis [CA], Inquiry & Analysis [IA], Problem Solving [PS]</i>
3	Foundational Skills <i>Information Management [IM], Quantitative Lit./Reasoning [QTR]</i>
4	Social Responsibility <i>Ethical Reasoning [ER], Global Learning [GL], Intercultural Knowledge [IK], Teamwork [T]</i>
5	Industry, Professional, Discipline Specific Knowledge and Skills

- J. **APPLIED LEARNING COMPONENT:** Yes X No _____
- L. **TEXTS:** Rothaermel, F. T. (2017). Strategic management. McGraw Hill
- M. **REFERENCES:** None
- N. **EQUIPMENT:** Technologically Enhanced classroom
- O. **GRADING METHOD:** A - F,
- P. **MEASUREMENT CRITERIA/METHODS:** Case analysis, class and blackboard participation/presentation, quizzes and exams
- Q. **DETAILED TOPICAL 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

A.

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**