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
or reach out to Sarah Todd at 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:

<table>
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<tr>
<th>Course Student Learning Outcome [SLO]</th>
<th>Program Student Learning Outcome [PSLO]</th>
<th>GER [If Applicable]</th>
<th>ISLO &amp; SUBSETS</th>
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(see key below)
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<tr>
<th>ISLO #</th>
<th>Communication Skills</th>
<th>Critical Thinking and Analytical Competence</th>
<th>2-Crit Think ISLO ISLO</th>
<th>5-Ind, Prof, Disc. Know Skills Subsets Subsets Subsets Subsets Subsets</th>
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<td>2</td>
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<td>3</td>
<td>Foundational Skills</td>
<td>Critical Thinking and Analytical Competence</td>
<td>2-Crit Think ISLO ISLO</td>
<td>5-Ind, Prof, Disc. Know Skills Subsets Subsets Subsets Subsets Subsets</td>
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Evaluate companies strategically, by assessing present business position, longterm direction, resources and competitive capabilities.

Identify the managerial tasks involved with mapping direction such as establishing organization’s vision, missions, goals, and objectives.

Apply SWOT and PESTLE analysis to build strategies in a variety of industries, competitive situations, and global market.

Examine strategic moves that strengthen company’s position and managerial actions that promote competent strategy execution.

Link the role of corporate culture to strategy execution.
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<th>Information Management [IM], Quantitative Lit./Reasoning [QTR]</th>
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<td><strong>4</strong> Social Responsibility</td>
<td>Ethical Reasoning [ER], Global Learning [GL], Intercultural Knowledge [IK], Teamwork [T]</td>
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<td><strong>5</strong> Industry, Professional, Discipline Specific Knowledge and Skills</td>
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*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:

- [☒] Classroom/Lab
- [☐] Internship
- [☐] Clinical Placement
- [☐] Practicum
- [☐] Service Learning
- [☐] Community Service
- [☐] Civic Engagement
- [☐] Creative Works/Senior Project
- [☐] Research
- [☐] Entrepreneurship (program, class, project)

K. **TEXTS:**


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 ☐