

BUSINESS 495 COURSE GUIDE

Administrative Policy

Text: *Crafting and Implementing Strategy: Text and Cases* (Thompson, Strickland and Gamble)

Learning Objectives: The first objective is to provide each student with a capstone experience, including a working knowledge of how various functional areas and business concepts are integrated in a holistic view of organizations in a global environment. The second objective is to convey the relevance of a strategic approach to problem solving and its applicability anywhere in the organization. Finally, ethical decision making and managers' responsibility to stakeholders will be stressed.

Specific Learning Standards emphasized in this course include:

Communication Skills – be able to make written and oral presentations of case analyses.

Critical Thinking – be able to use the frameworks of environmental and internal analyses to understand firms' current situations.

Creative Problem-Solving – be able to discern feasible alternatives and recommend solutions and implementation steps.

Research Skills – utilize research tools associated with industry and company analyses.

Ethics – be able to recognize ethical dilemmas and how managerial choices can impact stakeholders.

Global Awareness – understand economic conditions and government policies at the international level.

Course Specifics – Course prerequisites include all required business core courses [CIS 310, ECON 312, FINC 318, MGMT 310 and 333 (or ACCT 308), MKTG 300].

The following indicates the learning objectives for each section that should be given the most emphasis in lecture, problem assignments, and testing. Other learning objectives may be covered at the instructor's discretion.

Topic	Learning Objectives to be Emphasized
Course Introduction	<p>Strategic Management</p> <ul style="list-style-type: none"> • Understand the strategy formulation and implementation process. • Recognize how the different functional areas are coordinated to reinforce business level strategy. <p>Building Shareholder Value</p> <ul style="list-style-type: none"> • Explain how related and unrelated diversification affects shareholder value in different ways. <p>Competitive Positioning</p> <ul style="list-style-type: none"> • Distinguish among the various business level strategies, i.e., low cost, differentiation, focus. <p>Resource Strengths and Weaknesses</p> <ul style="list-style-type: none"> • Articulate the criteria for resources associated with sustainable competitive advantage.
Strategies	<p>Emerging Markets</p> <ul style="list-style-type: none"> • Understand first-mover advantages and risks associated with emerging markets. <p>International Markets</p> <ul style="list-style-type: none"> • Describe entry modes and their pros and cons. • Understand political and economic risks. • Distinguish among global, multi-domestic and transnational strategies. <p>Maturing Industries</p>

	<ul style="list-style-type: none"> • Describe the various industry structures and how to compete in each.
Lessons for Crafting Successful Strategies	<p>Environmental Awareness</p> <ul style="list-style-type: none"> • Describe the components of the general environment and how each may affect industries. • Describe the forces of industry competition and what causes each to be strong or weak. • Describe key success factors and driving forces and their impact on industries. <p>Corporate Turnaround</p> <ul style="list-style-type: none"> • Describe/understand the conditions leading to takeover attempts and the implications for shareholders. <p>Vertical Integration</p> <ul style="list-style-type: none"> • Describe how the threat of forward or backward integration may affect bargaining power with buyers and suppliers.
Issues	<p>Cost Advantage</p> <ul style="list-style-type: none"> • Understand how cost drivers affect competitive advantage. <p>Human Resources</p> <ul style="list-style-type: none"> • Explain how staffing, compensation, and reward systems can reinforce business level strategy across the value chain. <p>Managerial Ethics</p> <ul style="list-style-type: none"> • Distinguish among moral, immoral and amoral managers and how each approaches ethical dilemmas.