



DOANE UNIVERSITY

BUS 607 Strategic Management

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COURSE DESCRIPTION: An exploration of the concepts of strategy and strategic management. This course focuses on the impact of organizational design, internal and external environments, organizational policy and strategic planning on the overall functioning of the organization.

TEXT: *Strategic Management: From Theory to Practice*, by Allen Amason. Publisher: Routledge, December, 2010. ISBN-10: 0415871697

LEARNING OBJECTIVES:

Strategy and the Quest for Competitive Advantage

- Understand the need for having a sound business strategy to successfully compete in the industry, manage the functional areas of the business, and develop new capabilities and assemble resources to strengthen the company's prospects for long-term success.
- Develop an awareness of the four most frequently used and dependable strategic approaches for setting a company apart from rivals and winning a sustainable competitive advantage.
- Understand why a company's strategy tends to evolve over time because of changing circumstances and ongoing management efforts to improve the company's strategy.
- Learn why it is important for a company to have a viable business model that outlines the company's customer value proposition, its profit formula, and the key resources and processes required to create and deliver customer value.
- Learn the three tests that distinguish a winning strategy from a so-so or flawed strategy.

Leadership and the Strategic Management Process

- Grasp why it is critical for company managers to have a clear strategic vision of where a company needs to head and why.
- Understand the importance of setting both financial and strategic objectives and using a Balanced Scorecard to track performance.
- Understand why the strategic initiatives taken at various organizational levels must be tightly coordinated to achieve company wide performance targets.
- Become aware of what a company must do to achieve operating excellence and to execute its strategy proficiently.
- Learn what leadership skills management must exhibit to drive strategy execution forward.
- Understand why the strategic management process is an ongoing process.

- Become aware of the role and responsibility of a company's board of directors in overseeing the strategic management process.

Evaluating a Company's External Environment

- Gain command of the basic concepts and analytical tools widely used to diagnose a company's industry and competitive conditions.
- Become adept at recognizing the factors that cause competition in an industry to be fierce, more or less normal, or relatively weak.
- Learn how to determine whether an industry's outlook presents a company with sufficiently attractive opportunities for growth and profitability.

Internal Situation Analysis: Evaluating a Company's Resources, Cost Position, and Competitive Strength

- Understand how to evaluate a company's internal situation, including its collection of competitively valuable resources and capabilities.
- Grasp how and why activities performed internally by a company and those performed externally by its suppliers and forward channel allies determine a company's cost structure and ability to compete successfully.
- Learn how to evaluate a company's competitive strength relative to key rivals.
- Understand the role and importance of industry and competitive analysis and internal situation analysis in identifying strategic issues company managers must address.

The Five Generic Competitive Strategies

- Gain an understanding of how each of the five generic competitive strategies go about building competitive advantage and delivering superior value to customers.
- Recognize why some of the five generic strategies work better in certain kinds of industry and competitive conditions than in others.
- Learn the major avenues for achieving a competitive advantage based on lower costs.
- Learn the major avenues for developing a competitive advantage based on differentiating a company's product or service offering from the offerings of rivals.

Supplementing the Chosen Competitive Strategy—Other Important Business Strategy Choices

- Gain an understanding of how strategic alliances and collaborative partnerships can bolster a company's competitive capabilities and resource strengths.
- Become aware of the strategic benefits of mergers and acquisitions.
- Understand when a company should consider using a vertical integration strategy to extend its operations to more stages of the overall industry value chain.
- Understand the conditions that favor farming out certain value chain activities to outside vendors and strategic allies.
- Learn whether and when to pursue offensive strategic moves to improve a company's market position.

- Learn whether and when to employ defensive strategies to protect the company's market position.
- Recognize when being a first-mover or a fast-follower or a late-mover can lead to competitive advantage.

Strategies for Multi-business Corporations

- Understand when and how diversifying into multiple businesses can enhance shareholder value.
- Gain an understanding of how related diversification strategies can produce cross-business strategic fits capable of delivering competitive advantage.
- Become aware of the merits and risks of corporate strategies keyed to unrelated diversification.
- Gain command of the analytical tools for evaluating a company's diversification strategy.
- Become familiar with a company's main corporate strategy options after it has diversified.

Ethical Business Strategies, Corporate Social Responsibility, and Environmental Sustainability

- Understand why the standards of ethical behavior in business are no different from the ethical standards and norms of the larger society and culture in which a company operates.
- Recognize conditions that give rise to unethical business strategies and behavior.
- Gain an understanding of the costs of business ethics failures.
- Become familiar with how companies that operate in countries with different cultures and ethical norms ensure a consistent commitment to business ethics.
- Gain an understanding of the concepts of corporate social responsibility, corporate citizenship, and corporate sustainability and how companies balance these duties with economic responsibilities to shareholders.

COURSE ACTIVITIES:

Students will work as a team to develop a strategic plan meant to reach specific predetermined objectives. This team project will comprise 50% of your grade. Half of that grade will be earned as a team, and half by your individual presentation. There will also be a final comprehensive examination that will comprise the remaining 50% of your total grade.

GRADING SCALE:

100 – 90 = A
 80 – 89 = B
 70 – 79 = C
 60 – 69 = D
 <60 = F

Academic Integrity - Doane University expects and requires all its students to act with honesty and integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly attempting or assisting others to gain academic success by dishonest means, is manifested in various measures. Gehring, et al, (1986) suggests that four categories of academic dishonesty exist¹:

1. Cheating
2. Fabrication
3. Facilitating academic dishonesty
4. Plagiarism

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