



**Strategic Management**  
 BSAD 440 [all sections]  
 Southwestern College Professional Studies

**COURSE SYLLABUS**

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**I. Course Catalog Description**

Employing successful strategies is essential for private and public sector organizations to be competitive, perform effectively, achieve corporate goals and objectives, and meet the expectations of stakeholders. Learners study strategic management theories and principles and examine best practices for developing and executing successful strategies in complex, disruptive domestic and global markets. Models and methods for leading and motivating employees to effectively execute those strategies are examined. *Prerequisites: All major courses with the exception of the Capstone. Prior study of professional communication recommended.*

**II. Required and Supplementary Instructional Materials**

Dess, G., McNamara, G., & Eisner, A., (2016) *Strategic management: Text and cases* (8<sup>th</sup> ed.). McGraw-Hill. ISBN: 978-1259278211  
 SimFirm simulation, Business simulation games, Cesim

**III. Learning Outcomes**

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has learning outcomes specific to each program of study that are in line with the institutional outcomes of critical thinking, ethical reasoning, leadership, communication, and career preparation. Course outcomes support program outcomes and are listed below.

Upon successfully completing this course, the learner will be able to:

1. Explain the importance of effective competitive strategies in different industries.
2. Analyze the external and internal environments, resources, and competitive positions of domestic and global organizations as well as local and regional entities
3. Appraise a firm’s intellectual assets to include human capital and the value employees bring to an organization’s successes through effective leadership and management
4. Appraise the value of ethical, socially responsible, and environmentally sustainable behavior as a competitive advantage in domestic and global markets.
5. Formulate strategies to improve a firm’s relative power through the five forces that determine a firm’s average profitability and overall worth
6. Describe the role of leadership and management in the development and execution of domestic and global competitive and operational strategies.
7. Formulate competitive strategies with consideration for the three types of entry strategies—pioneering, imitative and adaptive
8. Evaluate the outcome of the implementation of a competitive strategy in domestic and global markets.

Unit	Objectives	Topics covered	Course outcomes supported
1	<ul style="list-style-type: none"> <li>• Explain the criticality of business strategies and the</li> </ul>	Understanding Strategic Management and competitive	1, 2

	<p>strategic management process.</p> <ul style="list-style-type: none"> <li>• Evaluate the importance of corporate social responsibility on a for-profit organization.</li> <li>• Apply general management tools such as environmental scanning, competitive intelligence and scenario planning on practice cases.</li> <li>• Demonstrate how the internet and digital based capabilities are effecting the five competitive forces and industry profitability.</li> </ul>	<p>advantage (C1) and analyzing the external environment (C2).</p>	
2	<ul style="list-style-type: none"> <li>• Demonstrate how a SWOT Analysis benefits every level of the organization.</li> <li>• Distinguish between various levels of a value chain with a focus on the firm, it's customers and suppliers.</li> <li>• Explain the importance of attracting, developing and retaining strategic human capital.</li> <li>• Evaluate the importance of competitive advantage and three generic strategies: overall cost leadership, differentiation and focus.</li> </ul>	<p>Assessing a firm's internal environment (C3), reviewing a firm's intellectual assets (C4), and reviewing business level strategies including creating and sustaining competitive advantages (C5).</p>	3, 5, 6
3	<ul style="list-style-type: none"> <li>• Explain value creation through diversification efforts.</li> <li>• Demonstrate the importance of international expansion as a viable diversification strategy.</li> <li>• Differentiate between the three types of entry strategies—pioneering, imitative and adaptive—and how they are commonly used to launch a new venture.</li> </ul>	<p>Corporate level strategy and diversification (C6), international strategy (C7), and Entrepreneurial Strategy and competitive dynamics (C8).</p>	3, 6, 8
4	<ul style="list-style-type: none"> <li>• Distinguish between traditional and contemporary control systems.</li> </ul>	<p>Strategic control and corporate governance (9) and creating effective organization designs (C10)</p>	5, 7

	<ul style="list-style-type: none"> <li>• Explain the growth patterns of corporations and correlate the relationship between a company's corporate strategy and its' success.</li> <li>• Describe an ambidextrous organization that allows a firm to explore new opportunities yet integrate existing operations.</li> </ul>		
5	<ul style="list-style-type: none"> <li>• Define the two elements of effective leadership.</li> <li>• Establish the importance of a Learning Organization.</li> <li>• Contrast the difference between integrity-based and compliance-based approaches to organizational ethics.</li> </ul>	Strategic leadership and learning organizations (C11)	3, 6
6	<ul style="list-style-type: none"> <li>• Explain the pitfalls and challenges of managing corporate innovation.</li> <li>• Describe how corporations create an environment and culture that promote entrepreneurial development.</li> <li>• Demonstrate how corporate entrepreneurs achieve both financial and strategic goals.</li> </ul>	Managing innovation and entrepreneurship (C12)	6, 8

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

#### IV. Course Policies

Students are expected to read and abide by the course policies in the instructor-specific syllabus located in the Blackboard course.

#### V. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
Discussions	6	300	30%
Case Study 1 & 2	2	300	30%
Mastery Group Assignment – Simulation PP	1	300	30%
Final	1	100	10%
<b>Total Points</b>		<b>1000</b>	<b>100%</b>

VI. Course at a Glance:

Unit	List the Graded Assignments Due	Relevant readings/prep	Learning objectives supported
1	Discussion 1 Case Study 1 – due week 2 Cesim Simulation – Round 1	Watch Cesim Video Read chapters 1-2. Read The Global Casino Industry (Textbook case 19)	1,2
2	Discussion 2 Case Study 1 Due Cesim Simulation – Round 2	Read chapters 3-5. Turn in the case study per directions.	3,5,6
3	Discussion 3 Case Study 2 – due week 4 Cesim Simulations – Rounds 3 & 4	Read chapters 6-8. Read EBAY (Textbook case 20)	3,6,8
4	Discussion 4 Case Study 2 Due Cesim Simulations – Rounds 5 & 6	Read chapters 9 & 10. Turn in case study per directions.	5,7
5	Discussion 5 Cesim Simulations – Rounds 7 & 8 Mastery Assignment – Simulation PowerPoint – due week 6	Read chapter 11	3,6
6	Discussion 5 Mastery Assignment – Simulation PowerPoint Final Exam	Read chapter 12. The final exam is a comprehensive multiple choice exam with 50 questions from chapters 1-12. A study guide will be posted in week 3.	1,2,3,4,5,6,7,8

VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.