

**UNIVERSITY OF SOUTH CAROLINA AIKEN
SCHOOL OF BUSINESS ADMINISTRATION**

**ABUS 478
STRATEGIC MANAGEMENT
FALL SEMESTER - 2006**

Instructor: Dr. Michael Ritchie
Office: B & E - Rm 231
Office Hrs: Mon/Wed – 9:00 - 12:00
Tues/Thurs - 9:00 – 10:00
Phone: WK 641-3228 / HM 278-1584
Michaelr@aiken.sc.edu
Text: Strategic Management - Concepts and Cases - 15th Ed.
Thompson and Strickland

Simulation

Software: The Business Strategy Game: A Global Industry
Simulation – 7.2 Ed.
Thompson & Stappenbeck

CATALOG DESCRIPTION OF COURSE: A study of the strategic management process and of the formulation and application of functionally integrated business policy by top management. Emphasis is on decision-making in the face of changing conditions.

Prerequisites: ABUS 350, ABUS 363, ABUS 371 and Senior Standing

Credit hours: (3)

Course Objective:

Upon completion of this course, we want our students to:

1. Understand of the strategic management process and its importance.
2. Know the nature and importance of organizational mission statements and objective setting.
3. Know how to conduct an industry and competitive analysis of the external environment.
4. Know how to conduct a company situation analysis of its internal environment.
5. Identify alternative types of business strategies and the concept of managing for a competitive advantage.
6. Discuss the importance of functional level strategy.
7. Identify and discuss corporate level strategy with extensive coverage of the issues relating to diversification.
8. Know the effects of a world economy and global competitors on strategic management decisions.
9. Understand the strategy implementation process including its relationship to objectives, resources, and functional activities within the organization.
11. Discuss the linkage of organizational structure and strategy implementation.
12. Discuss the importance of and approaches to strategic control during the strategy implementation process.
13. Integrate the concept of ethics and its impact on corporate behavior.
14. Use cases to develop analytical and decision making skills.
15. Be experienced in presenting strategic decisions through oral and written communication.

COURSE DESCRIPTION

This course integrates basic functional business courses such as accounting, finance, management, law, and marketing to develop an integrated approach to corporate decision making. Emphasis is placed on operational analysis and effective response to the challenges encountered in today's global and ever changing business environment.

COURSE REQUIREMENTS

It is very important that you attend class, prepared to discuss and interact with the subject matter under review. I ask that you be punctual and interact with fellow students in a respectful and collegial manner.

Any makeup work must receive prior approval. I understand that unexpected situations do occur; however, I ask that you plan your work to minimize these situations.

All written assignments are expected to be typed and in proper format. Spelling and grammatical errors will not be accepted. Written assignments should include a cover sheet and be stapled in the upper left-hand corner.

CASE ANALYSIS REPORTS: Students will be required to prepare two case analysis reports in collaboration with their team members. These reports will be typed, double-spaced, and will include the following:

- I. Brief Introduction
- II. Analysis
 - A. Mission Statement
 - B. Product/Service Focus
 - C. Marketing
 - D. Human Resource/Management
 - E. Financial
- III. SWOT Analysis
- IV. Recommendations

COMPUTER SIMULATION GAME: Students will be required to participate in a computer simulation, which provides a hands-on learning exercise for developing managerial skills. By working in teams, students will have the opportunity to make strategic plans and decisions for their assigned company. Students will be responsible for submitting all required reports on their company's strategic plans and decisions. Game decisions must be turned in on time.

EXAMINATIONS: There will be a mid-term and a final examination. Both examinations will consist of multiple choice questions, discussion questions, and financial ratio analysis.

ORAL PRESENTATION: Each group will be responsible for participating in formal oral presentations based on an assigned case analysis.

USING TECHNOLOGY IN COMPETITIVE ANALYSIS: Each group will be responsible for designing an information system that will allow for the timely and accurate use of a competitive analysis. These systems will be presented to the class.

DOW JONES REPORT: Each student will prepare an historical perspective and current analysis of the Dow Jones Index. This report will include a review of the impact the Dow Jones has on US and World economies. The paper will be typed and no more than 5 pages long.

CLASS PARTICIPATION: Each student is expected to be familiar with the assigned material for each class and be able to interact in the discussion of this material. Students will be evaluated and graded on an ongoing basis.

MAJOR FIELD TEST: ALL USCA SCHOOL OF BUSINESS STUDENTS WILL BE REQUIRED TO TAKE THE MAJOR FIELD TEST OUTSIDE THE REGULARLY SCHEDULED CLASS TIME. The Major Field Test is a measure which captures the basic understanding of general business concepts All USCA School of Business students are required to take the Major Field Test in the area of Business in order to receive credit for ABUS 478..

GRADING POLICY

The final grade will be weighted as follows:

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| Mid-Term Examination | 25% |
| Final Examination | 25% |
| Computer simulation | 10% |
| Case Analysis | 20% |
| Oral Presentation | 15% |
| Class Participation and daily assignments | 5% |

DISABLED STUDENT CLASSROOM ACCOMMODATION

If you have a physical, psychological, and/or learning disability which might affect your performance in this class, please contact the Office of Disability Services, 126A B&E, (803) 641-3609, as soon as possible. The Disability Services Office will determine appropriate accommodations based on medical documentation.

School of Business Administration Mission Statement

The School of Business Administration focuses on creating a caring learning environment in its accredited undergraduate program at multiple locations. The program prepares students to successfully meet the dynamic global, technological, and ethical challenges of business and society.

**ABUS 478
STRATEGIC MANAGEMENT
FALL SEMESTER – 2006**

**B&E 236
MON/WED
1:00**

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|---------|---|
| AUG 28 | CHP. 1 - The Strategic Management Process |
| AUG 30 | CHP. 1 - The Relationship between strategy and accomplishment |
| SEPT 4 | LABOR DAY – NO CLASS |
| SEPT 6 | CHP. 2 – Developing a strategy |
| SEPT 11 | CHP. 2 - Defining the Company Mission |
| SEPT 13 | CHP. 2 – Crafting a Strategy LIBRARY RESEARCH SEMINAR |
| SEPT 18 | CHP. 3 – Analyzing the External Environment |
| SEPT 20 | CHP. 3 - Industry and Competitive Analysis |
| SEPT 25 | CHP. 4 - Evaluating Company Resources and Capabilities GROUP 1 – CASE 8 – DELL COMPUTER |
| SEPT 27 | CHP. 4 - SWOT Analysis GROUP 2 – CASE 15 – KRISPY KREME |
| OCT 2 | CHP. 5 – The 5 Generic Competitive Strategies GROUP 3 – CASE 16 – HARLEY-DAVIDSON |
| OCT 4 | CHP. 5 - Strategies for Competing in Global Markets GROUP 4 – CASE 14 – WAL-MART |
| OCT 9 | CHP. 6 – Collaborative Strategies |
| OCT 11 | CHP. 6 – Vertical Integration Strategies |
| OCT 16 | TEST 1 |
| OCT 18 | CHP. 7 – Competing in Foreign Markets |
| OCT 23 | CHP. 7 – Competitive Advantage in Foreign Markets |
| OCT 25 | CHP. 8 – Tailoring Strategy to Fit Specific Industries |
| OCT 30 | CHP. 8 – Strategies for Industry Leading Firms |
| NOV 6 | CHP. 9 – Advantages of Diversification DOW JONES PAPER DUE |
| NOV 8 | CHP. 9 – Related and Unrelated Diversification Strategies |
| NOV 13 | CHP. 10 – Strategy, Ethics, and Social Responsibility GROUP 1 |
| NOV 15 | CHP. 10 – The Three Categories of Management Morality |
| NOV 20 | CHP. 11 – A Framework for Executing Strategy GROUP 2 |
| NOV 22 | CHP. 11 – Strategic Fit Analysis GROUP 3 |

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| NOV 27 | CHP. 12 - Organizational Structure - Building Resource Strengths and Capabilities GROUP 4 |
| NOV 29 | CHP. 12 – Adopting Best Practices and Continuing Improvement |
| DEC 4 | CHP. 13 – Building a Corporate Culture |
| DEC 6 | CHP. 13 – Leading the Strategic Execution Process |
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| DEC 11 | FINAL EXAM – 2:00 PM |
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