Administrative Unit: Business Administration

Course Prefix and Number: MGMT 479

Course Title: Strategic Management

Number of Credit Hours: 3 Lecture Hours: 3 Laboratory Hours: 0

Catalog Description: Culminating experience/capstone course for majors in Business Administration. Requires case/report writing and the ability to integrate materials from previous courses to analyze and resolve complex business strategic planning problems. A final grade of “C” or better must be achieved to satisfy graduation requirements.

Prerequisite(s)/Corequisite(s): Senior status, completion of at least 33 hours of core requirements and at least six hours of upper-level courses within their identified major; or consent of the instructor.

Text(s): Most current editions of the following:

Wheelen, Thomas and David Hunger. Strategic Management. Prentice Hall.


Course Objectives:

• To integrate and apply knowledge gained in earlier business courses.
• To develop the capacity to think strategically about an organization, its position in its industry and among competitors, and how it can gain sustainable competitive advantage.
• To provide hands-on experience using case analysis in crafting organizational strategy, reasoning, carefully about strategic options, using what-if analysis to evaluate action alternatives, and making strategic decisions.

Measurable Learning Outcomes:

• Understand the factors that impact on strategic decision-making, implementation, and evaluation.
• Conduct an organizational resource-based situational analysis.
• Conduct comprehensive environmental scanning and assess the volatility of industry position.
• Develop comprehensive business strategies by identifying strategic options, policies, procedures, budgets, and timelines.
- Use “what-if” scenario analysis to evaluate action alternatives, make strategic decisions, and choose strategic options.
- Evaluate corporate competitive position and an understanding of the global marketplace and its impact on strategic analysis and planning.
- Critically evaluate strategic decisions, findings, outcomes, conclusions, and recommendations.

### Topical Outline (major areas of coverage):

<table>
<thead>
<tr>
<th>Topical Outline</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Management Process</td>
<td>In this course instructors are to assess learning outcomes for the majors and report these outcomes to the Vice President and Dean for Academic Affairs and appropriate department chair on an electronic form to be provided. The Major Field Test (MFT) for the discipline is to be administered during the course if applicable. The Academic Profile (AP) test of general education learning is also administered during the course if applicable. A primary purpose of the culminating experience course is to assess learning outcomes in the discipline major. It demonstrates the following set of characteristics:</td>
</tr>
<tr>
<td>Corporate Governance and Structure</td>
<td>The experience occurs after completion of appropriate foundational skills, electives, and requirement courses.</td>
</tr>
<tr>
<td>External Environmental Analysis</td>
<td>Assessment instruments used in the experience measure student achievement of the stated learning objectives for the discipline.</td>
</tr>
<tr>
<td>Internal Resource-based Analysis</td>
<td>Departmental faculty use the information provided through assessment to improve course content, teaching, and learning in the discipline majors.</td>
</tr>
<tr>
<td>Strategic Factors Analysis (SWOT/TOWS)</td>
<td>Strategic Management Process</td>
</tr>
<tr>
<td>Generation of Strategic Alternatives based on Resource Analysis</td>
<td>Corporate Governance and Structure</td>
</tr>
<tr>
<td>Evaluation of Strategic Alternatives and Implementation Processes</td>
<td>External Environmental Analysis</td>
</tr>
<tr>
<td>Implementation of Strategic Alternatives</td>
<td>Internal Resource-based Analysis</td>
</tr>
<tr>
<td>Evaluation and Monitoring Strategic Decisions</td>
<td>Strategic Factors Analysis (SWOT/TOWS)</td>
</tr>
</tbody>
</table>

All Business Administration courses include a written and oral presentation component.

**Recommended maximum class size for this course: 15**

**Library Resources:** Online databases are available at [http://www.ccis.edu/offices/library/resources.asp](http://www.ccis.edu/offices/library/resources.asp). You may access them from off-campus using your eServices login and password when prompted.
NOTE: The intention of the master syllabus is to provide an outline of the contents of this course, as specified by the faculty of Columbia College, regardless of who teaches the course, when it is taught or where it is taught. Faculty members teaching this course for Columbia College are expected to facilitate learning pursuant to the course objectives and cover the subjects listed in the topical outline. However, instructors are also encouraged to cover additional topics of interest so long as those topics are relevant to the course’s subject. The master syllabus is, therefore, prescriptive in nature but also allows for a diversity of individual approaches to course material.

Office of Academic Affairs
12/04