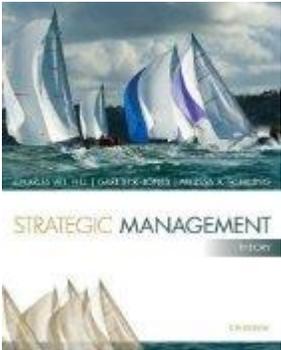


## Central Christian College of Kansas

Title:	BS-MG 450 Strategic Management
Credits:	3
Prerequisites:	No
Description:	This course introduces learners to fundamentals of strategy and various management planning models, techniques, and applies these models and techniques to business. Highlighted during the course are the concepts of strategic planning and strategic management. Along with this, business level and corporate strategies to build competitive advantage are discussed. The course also reviews implementation strategies and corporate governance and business ethics.

	<p>Hill, C. V. L., &amp; Jones, G. R. (2014). <i>Strategic management theory</i>. (11th ed.). Mason, OH: South-Western Cengage Learning.  ISBN: 978-1285184494  ISBN-10: 1285184491</p>
	<p><u>Student Learning Outcomes and Concepts</u> - At the conclusion of this course the student will be able to</p>
	<ol style="list-style-type: none"> <li>1. Evaluate knowledge in business, management, marketing and accounting principles while developing unique and creative</li> </ol>

	<p>solutions to business related challenges and operations. <i>(Student Learning Objective – SLO M1)</i></p> <ol style="list-style-type: none"> <li>2. Develop critical thinking and problem solving skills while conducting appropriate research. <i>(SLO M2)</i></li> <li>3. Summarize the contributions of business and economics historically and within contemporary culture. <i>(SLO M3)</i></li> <li>4. Collaborate with those from diverse cultures and differing worldviews as an effective member of a team. <i>(SLO H1)</i></li> <li>5. Structure business practices to ascertain industry opportunities while exercising social responsibility at the local, national and global level. <i>(SLO H2)</i></li> <li>6. Justify the responsibility that a business has to all stakeholders and engage society as ethical and productive citizens. <i>(SLO H3)</i></li> <li>7. Integrate ethical reasoning and worldview to decision making and business practices. <i>(SLO S1)</i></li> <li>8. Evaluate business related theories in practices from an evangelical Christian perspective. <i>(SLO S2)</i></li> <li>9. Articulate and defend the role of Christian character in personal and professional dealings. <i>(SLO S3)</i></li> <li>10. Express thoughts, ideas, and findings effectively, utilizing multiple mediums of communication. <i>(SLO B1)</i></li> <li>11. Facilitate the effective use of organizational resources, i.e. human, physical, and financial, while practicing appropriate Biblical stewardship. <i>(SLO B2)</i></li> <li>12. Practice appropriate professional appearance and behavior as a professional identity is developed. <i>(SLO B3)</i></li> </ol>
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<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
<p>Strategic Leadership: Managing the Strategy - Making Process for Competitive Advantage</p> <p>External Analysis: The Identification of Opportunities and Threats</p>	<p><i>Strategic Management Theory</i> Chapter 1 Chapter 2</p>	<p>Pre-test Plagiarism Certification Discussion Apply</p>
<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>

Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability	<i>Strategic Management Theory</i> Chapter 3 Chapter 4	Discussion Apply Wk2 Evaluation
Building Competitive Advantage Through Functional-Level Strategy		

<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
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Building Competitive Advantage through Business Level-Strategy	<i>Strategic Management Theory</i> Chapter 5 Chapter 6 Chapter 7	Discussion Apply
Business- Level Strategy and the Industry Environment		
Strategy and Technology		

<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
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Strategy in the Global Environment	<i>Strategic Management Theory</i> Chapter 8 Chapter 9	Discussion Apply Wk4 Evaluation
Corporate Level Strategy, Horizontal Integration, Vertical Integration, and Strategic Outsourcing		

<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
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Corporate Level Strategy: Related and Unrelated Diversification	<i>Strategic Management Theory</i> Chapter 10 Chapter 11	Discussion Apply
Corporate Performance, Governance, and Business Ethics		

<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
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Implementing Strategy in Companies that Compete in a Single Industry	<i>Strategic Management Theory</i> Chapter 12 Chapter 13	Discussion Final Paper Wk6 Evaluation
Implementing Strategy in Companies that Compete Across Industries and Countries		



**Assessments Number Points Each Total**

Discussion	6	50	300
Application Assignments	5	50	250
Evaluations	3	100	300
Pre-test	1	5	5
Post-test	1	5	5
Final Project	1	140	140
Total			1000

Students are expected to post in the discussion board a **minimum of three separate posts** and three separate post dates per discussion thread. The three posts for **each** thread must include:

1. - One "initial" post in response to the instructor's question (or stated assignment) no later than Thursday of each course week.
2. - Two "follow up" post in response to at least one classmate by Sunday of each course week.

The initial response to a discussion question should substantively demonstrate familiarity with the content of the question. The response should be 150-200 words in length. To

ensure the discussion is a collective and focused exploration of the topic in the question, the discussion thread should remain focused on the question.

The timing of responses is important since other students are dependent on your postings in order to fully develop the discussion and to post "follow up" discussion entries. Responses should occur in the week the discussion question is posted for reply. Preparation for the response is encouraged to ensure a thoughtful and well-founded contribution to the discussion.

Each learner is expected to both respond initially (by Thursday each week) to the discussion question or assignment instruction posted by the instructor/facilitator each week and make at least two follow-up responses to other learners' postings in the discussion thread by the end of the week (Sunday at 11:59pm). The purpose is to ensure an informed and thoughtful dialogue focused on the topic.

**Initial Response (Standard Posting Requirements)**

<b>0 Points</b>	<b>1-2 Points</b>	<b>3-4 Points</b>	<b>5 Points</b>
No initial response posted.	Initial response is superficial (less than 100 words), and/or posted after Thursday at 11:59 p.m. CT.	A substantive initial response is posted prior to Thursday at 11:59 p.m. CT that contains 100-149 words.	A substantive initial response is posted prior to Thursday at 11:59 p.m. CT that includes at least 1 reference to course material or another reliable source (150 words or more).

**Initial Response (Quality of Content)**

<b>0 Points</b>	<b>1-2 Points</b>	<b>3-4 Points</b>	<b>5 Points</b>
Response is irrelevant to the question and does not add to the intent of the discussion.	Response addresses the question, but lacks depth or goes off topic.	Response addresses the question, though greater reflection or development of thought would be helpful.	Response addresses the question, is reflective, and represents a substantive contribution to the discussion.

**Follow-Up Posts**

<b>0 Points</b>	<b>1-2 Points</b>	<b>3-4 Points</b>	<b>5 Points</b>
No follow-up posts made.	Follow-up posts do not provide sufficient analysis or synthesis of the discussion.	Follow-up posts demonstrate an appreciation for the input of others and add to the discussion.	Follow-up posts elaborate on the comments of others and add to the discussion with further analysis and synthesis.

**Mechanics**

<b>0 Points</b>	<b>1-2 Points</b>	<b>3-4 Points</b>	<b>5 Points</b>
Posts lack any organization and/or contain multiple errors in spelling or mechanics.	Posts are somewhat organized, but interrupted by significant errors in spelling and mechanics.	Posts could benefit by a bit more organization and attention to mechanical details.	Posts are clear and formatted in a way that is easy to read, free from spelling and mechanical errors.

**Frequency of Participation**

<b>0 Points</b>	<b>1-2 Points</b>	<b>3-4 Points</b>	<b>5 Points</b>
No participation in discussion.	All posts made on the same day.	Posts made on 2 different days.	Posts made on 3 (or more) different days.

**Apply**

There are 5 application assignments in this course - one each in weeks 1-5. These are designed so you apply the knowledge and skills you learn during the week.

**Introduction**

<b>Absent</b>	<b>Needs Improvement</b>	<b>Proficient</b>
There is no introduction to the paper. <i>(0 points)</i>	There is an introduction, but it does not introduce the topic, its importance, and/or alert readers to the structure of the discussion of your ideas. <i>(5 points)</i>	There is an introduction that introduces the topic, its importance, and it alerts readers to the structure of the discussion of your ideas. <i>(7 points)</i>

**Body (Use of Course Terms and Concepts)**

<b>Absent</b>	<b>Needs Improvement</b>	<b>Proficient</b>
No course terms and concepts were used. <i>(0 points)</i>	Some of the course terms and concepts were used inappropriately or key terms and concepts were missing from the discussion. <i>(15 points)</i>	All of the relevant course terms and concepts were present and used appropriately in the discussion. <i>(20 points)</i>

**Conclusion**

<b>Absent</b>	<b>Needs Improvement</b>	<b>Proficient</b>
There is no conclusion to the paper. <i>(0 points)</i> .	There is a conclusion, but it does not synthesize the main ideas of the paper, and/or provides implications for research and/or practice. <i>(6 points)</i>	There is a conclusion that synthesizes the main ideas of the paper, and/or provides implications

**Absent**

**Needs Improvement**

**Proficient**

		for research and/or practice. (8 points)
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**Writing Mechanics (e.g. Spelling, Grammar, etc.)**

**Absent**

**Needs Improvement**

**Proficient**

The paper had severe problems with spelling, grammar, etc. errors. (0 points)	The paper had some spelling, grammar, etc. errors. (3 points).	The paper had very minimal spelling, grammar, etc. errors. (5 points).
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**Format (e.g., length, font size, margins, in-text citations and reference list in APA style)**

**Absent**

**Needs Improvement**

**Proficient**

The paper did not meet the minimum format requirements. (0 points)	The paper met some of the format requirements. (7 points)	The paper met all format requirements. (10 points)
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### **Pre and Post Tests**

There is a pre and a post test in this course. The pre-test is scheduled for the first week of classes. The post test is scheduled for the last week of classes. While the actual score for both the pre and the post test do not get configured into your grade, you will earn 5 participation points for the submission of each. The pre and post tests should be taken seriously as they provide important feedback on your learning outcomes. This information is used to continuously improve the course.

### **Other Evaluations**

There are three evaluations in this course - one each in weeks 2, 4, and 6. The evaluations will cover the knowledge and skills discussed in the course.

### **Final Project**

Your final submission for this course will be a written paper. Find the description of the paper below.

Prepare a 5-7 page paper (not including title and reference pages), following the guidelines below.

#### **Cover Page**

- Your Name
- Course Name and Number

- Title of Paper
- Facilitator's Name
- Date Submitted

**Introductory Paragraph**

- A minimum of 4 sentences, including a succinct thesis statement.

**Body Paragraphs**

The paragraphs that make up the body of your paper should integrate responses to the following prompts:

1. Define what is meant by "strategic planning." Distinguish this from long-range planning and other forms of planning.
2. Define competitive advantage.
3. How should a planner go about the process of identifying strengths, weaknesses, and distinctive competencies in an organization? What is the impact of the findings on planning?
4. Planning can lead to organizational change when trying to build competitive advantage. What do the writers of your course text feel are the issues that face the manager who plans to bring about organizational change? What are the various types of changes that management could bring about? Compare and contrast the various types.
5. Discuss the relationship between mission statements, planned change, and unplanned change. Use illustrations.

**Conclusion Paragraph**

- A minimum of 4 sentences, including a restatement of the original thesis statement.

*Your paper should be a balance of theory and application. To earn full credit for this assignment, you will need to use and properly cite at least 3 three different references, one of which can be your course text. As appropriate, incorporate relevant course terms and concepts to strengthen your paper.*

Document Type:		MS Word
Paper Size:		8.5 X 11"
Length:		5-7 pages (not including title and reference pages)
Margins:		1"
Font:		12 pt Times New Roman or a similar font.

Line Spacing:		Double. No extra double space between paragraphs please.
Paper Structure:		Cover Page Introduction Body Conclusion References
In-text Citations & Reference List Style		APA
File Naming Convention		LastNameFirstName_FinalPaperProject Example: DoeJohn_FinalPaperProject

### Ratings

Criteria	Absent	Needs Improvement	Proficient
<b>Introduction</b>  <i>Include (see detailed explanation above)</i>	There is no introduction to the paper. ( <b>0 points</b> )	There is an introduction, but it does not introduce the topic, its importance, and/or alert readers to the structure of the discussion of your ideas. ( <b>1-19 points</b> )	There is an introduction that introduces the topic, its importance, and it alerts readers to the structure of the discussion of your ideas. ( <b>20 points</b> )
<b>Body</b>  <i>Materials and Methods Used</i>  <i>Results</i>	No course terms and concepts were used. ( <b>0 points</b> )	[Some of the course terms and concepts were used inappropriately or key terms and concepts were missing from the discussion. ( <b>1- 59 points</b> )	[All of the relevant course terms and concepts were present and used appropriately in the discussion. ( <b>60 points</b> )
<b>Conclusion</b>	There is no conclusion to the paper. ( <b>0 points</b> )	There is a conclusion, but it does not synthesize the main ideas of the paper,	There is a conclusion that synthesizes the

<i>This is where you will provide the discussion points mentioned above.</i>		and/or provides implications for research and/or practice. <b>(1-9 points)</b>	main ideas of the paper, and/or provides implications for research and/or practice. <b>(10 points)</b>
Writing Mechanics (e.g. Spelling, Grammar, etc.)	The paper had 10 or more spelling, grammar, etc. errors. <b>(0 points)</b>	[The paper had 5-10 spelling, grammar, etc. errors. <b>(19 points)</b>	The paper had very minimal spelling, grammar, etc. errors. <b>(20 points)</b>
Format (e.g., length, font size, margins, in-text citations and reference list in APA style)	[The paper did not meet the minimum format requirements and/or no APA citation. <b>(0 points)</b>	The paper met some of the format requirements. <b>(1-9 points)</b>	The paper met all format requirements and APA requirement. <b>(10 points)</b>

[Howdy, I'm in Section 7. -->