COURSE TITLE: Strategic Management

COURSE NUMBER: BBM 402

PROGRAM COMPETENCIES:
1. The student will deliver effective and professional communication using a variety of delivery venues.
2. The student will apply legal and ethical standards of business.
3. The student will utilize research skills in business problem solving to deliver professional and effective communication utilizing a variety of delivery venues.

WILMINGTON UNIVERSITY GRADUATION COMPETENCIES:
1. Research, construct, and deliver professional presentations using a variety of communication tools and techniques.
2. Correctly and ethically present scholarly writings utilizing the selected citation and writing style deemed appropriate for the student’s program of study.
3. Using information in any format to research, evaluate, and ethically utilize information effectively and with appropriate attribution.
4. Demonstrate knowledge and application of prescribed ethical codes and behaviors related to the student’s academic discipline.

I. RATIONALE:

One of the most important, if not the most important, function of corporate management is to develop and implement a business strategy that will assure the business a strong competitive position and achieve business objectives. Sound strategy development and implementation requires knowledgeable input and integration of ideas from multiple corporate functions such as marketing, finance, manufacturing, R&D, and others and the selection of the best of those ideas to fit the business’ market situation. This course integrates the student’s knowledge and skills developed in previous business courses and it applies them to analysis of the three central questions of strategic thinking: Where are we now? Where do we want to go? How will we get there?

Business Management students will take a comprehensive major field exam in this course. Instructions will be provided in Blackboard, during the week that the exam is due. Non Business Management students will complete an alternate assignment; instructions will be provided in Blackboard, during the week that the assignment is due. In order to underscore the importance of this exam, the scores or the alternate assignment will be worth 10% of your final grade.
II. LEARNING OBJECTIVES:

A. Develop an understanding of what is a strategy, why it is important, and the process for developing and implementing a sound business strategy.

Learning Outcomes
Students will be able to:

A-1 Explain the role of strategy
A-2 Describe the strategic management process

B. Define a company’s competitive position both from an external environment and internal resources and competencies.

Learning Outcomes
Students will be able to:

B-1 Define competitive advantage and competitive parity
B-2 Differentiate among an organization’s resources, capabilities, core competencies, and activities
B-3 Apply Porter’s five competitive forces to explain the profit potential of different industries

C. Describe competitive strategies and how business competencies and market positions influence the choice of strategy.

Learning Outcomes
Students will be able to:

C-1 Explain how an organization can sustain their competitive advantage
C-2 Explain vertical and horizontal integration

D. Develop an understanding of what is involved to successfully compete in foreign markets and the strategic choice implications of being in those foreign markets.

Learning Outcomes
Students will be able to:

D-1 Define globalization and global strategy
D-2 Recognize and describe the global dimensions of business
D-3 Describe the different options for entering foreign markets
E. Learn to analyze a company’s competitive situation and business competencies for use in tailoring a successful business strategy in a specific market environment.

Learning Outcomes
Students will be able to:

E-1 Apply the VRIO framework to assess the competitive implications of an organization’s resources
E-2 Conduct a SWOT analysis to combine external and internal analysis and derive strategic implications
E-3 Explain how business models put strategy into action

F. Develop an understanding of how business ethics and social responsibility influence the development and implementation of business strategy.

Learning Outcomes
Students will be able to:

F-1 Explain the relationship between strategy and business ethics
F-2 Explain the importance of corporate governance
F-3 Define agency theory

G. Gain an understanding of the importance of developing the proper corporate resources, capabilities, and organizational structure and the impact of organizational culture and leadership on successful strategy implementation.

Learning Outcomes
Students will be able to:

G-1 Explain economic value creation and different sources of competitive advantage
G-2 Explain value drivers, cost drivers and their impact on integration strategy
G-3 Define mergers, acquisitions, strategic alliances, and alliance management

H. Develop the skills to work as a value-added member of a team to analyze and solve business problems and communicate the solutions in a professional business manner.

Learning Outcomes
Students will be able to:
H-1 Explain the value of competitive positioning

H-2 Describe the competitive implications of different stages in the industry life cycle

I. Demonstrate the ability to analyze current business events and understand the implications of those events on the market competitiveness of the companies involved.

**Learning Outcomes**
Students will be able to:

I-1 Apply strategic management concepts to current business events

J. Demonstrate the ability to conduct a case analysis.

**Learning Outcomes**
Student will be able to:

J-1 Analyze the business situation described in the case

J-2 Identify at least one issue or problem described in the case

J-3 Communicate recommendations or solutions for improving the situation

OUTCOMES ASSESSMENT DATA COLLECTION

CAPSTONE PROJECT

BBM 402 Final Case Study Assignment

All Business Management students, enrolled in BBM 402 (capstone course) are required to conduct a case study analysis and final oral presentation, bringing it all together. This assignment allows students to demonstrate the knowledge, skills, and abilities that have been introduced and developed throughout the curriculum. Courses in business management, finance, research, global perspectives, organizational behavior, professionalism, communication, ethics, data analytics, business law, critical thinking, operations, project management, information systems, and strategy have all contributed to the students’ ability to analyze a business situation and reach well-developed and thoughtful recommendations, delivered in a professional and effective manner.

This final case study project requires students to deliver an effective and professional presentation, using major business concepts to support their analysis and recommendations while
demonstrating strategic planning with a goal of improving a situation through either change, innovation, or realignment of organizational strategies. This project requires that students utilize research skills in business problem solving.

Student will obtain information on a case (case study part 1, 2, 3) and conduct an analysis of the situation explained in the case. Student will identify the issue at hand and formulate a strategy for change. Student will apply major business concepts, supported with scholarly research, to effectively and professionally communicate the strategic plan for implementing change to improve the situation at hand. The final presentation will demonstrate a well-developed ability to integrate and apply principles, theories, and practices to the analysis of the case.

**Key Learning Objectives**

- **KLO 1** Student will be able to demonstrate the ability to obtain and process information in order to solve problems and make decisions.
- **KLO 3** Student will deliver effective and professional communication of the case study analysis.
- **KLO 4** Student will apply business concepts to the case analysis.
- **KLO 6** Student will apply strategic planning skills to effect a change initiative in the business scenario.
- **KLO 8** Student will utilize research skills in business problem solving.

**Case Study Part 1 – SUBMITTED PRIOR TO ORAL PRESENTATION**

Gathering Information for the Case Study Analysis

**History of the company**
List the names of the board of directors.
What are the company’s vision and mission statements?
What is their principal business model?
What are the major goals for the company?
List any recent changes in strategy.
What is the Industry in which your company resides?
What is the company’s position on corporate social responsibility (CSR)?
Has your company participated in any mergers or acquisitions in the past?

**Case Study Part 2 SUBMITTED PRIOR TO ORAL PRESENTATION**

Gathering Information for the Case Study Analysis

**Strategic Analysis of Company**
Describe the company’s internal environment.
List all of the company’s external factors.

**Current Strategy**
List the Company’s internal competitive advantages.
How does the company differentiate itself from its competitors?
Identify which generic business strategies your company is employing. Do they align with its vision and mission?
Where is your company on the industry’s life cycle?
Does your company have a cost-leadership position in this business? If so, identify which cost
drivers it uses effectively to hold this position.
What is your company’s approach to the market? Does it segment the market?
Is your company vertically integrated? Explain.
Explain your company’s global strategy.

Case Study Part 3 SUBMITTED PRIOR TO ORAL PRESENTATION

Gathering Information for the Case Study Analysis

Create and explain the following using Charts/Graphs/Illustrations
Porter’s Five Force Model - Apply the five forces model to your industry
VRIO framework to identify the competitive position held by your company
SWOT analysis for your company
Draw out the vertical value chain for your firm’s industry
Financials (see Mergent online in the WU Library Database)

Financial Analysis

Final Case Study Presentation

1. Title Page
2. Company Situation/Problem Description
   a. Briefly describe the situation for which you are developing the case. This
      situation may include multiple issues/problems.
3. Problem Addressing
   a. Clearly describe the specific problem
   b. Of the problems noted in the situation, which one is your focus?
   c. Why did you pick this one?
   d. What is the global implication of this problem?
4. Recommendations
   a. Make at least three recommendations regarding the way the situation could be
      resolved/improved.
   b. Why do you believe these recommendations will resolve/improve the problem?
   c. What is your justification?
5. Action Plan
   a. Select one recommendation
   b. Develop an objective to resolve/improve the problem
   c. Develop the action steps necessary to meet the objective—Be Specific
   d. For each action step, include how much time is needed to complete the action step
      and the anticipated budget for completing the action step

Recommendations and Action Plan

• Prioritize your recommendations and make sure they can be carried out in an
  acceptable time frame with the available resources.
• Support each recommendation with persuasive argument as to why it should result in
  improved company performance.
• Review your recommended action plan to see if it addresses all of the problems and
issues you selected.

6. Justification
a. Support your action plan
b. Include why you believe this strategy will be successful
   i. Utilize strategic analysis techniques such as Porter’s Five Forces, Value
      Chain, or other tools that are in the text

7. Outcomes
a. Be thorough
   i. What will be the impact on the company?
   ii. Why?
   iii. What might cause problems?
   iv. Are there potential unintended consequences?
   v. What are the global implications?