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### BADM 446.03: Strategic Management

Jack W. Reece

*University of Montana - Missoula*

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**FALL 2003  
STRATEGIC MANAGEMENT  
BADM 446**

**Tu. & Th. 11:10-12:30  
Room GBB 222**

<b>Week</b>	<b>Week Of</b>	<b>Description</b>	<b>Reading*</b>
1	8/31	Why Strategy	1
2	9/7	External Factors	2
3	9/14	Internal Factors	3
4	9/21	Business Unit & Functional Strategy	4
5	9/28	SPECIAL ASSIGNMENT	
6	10/5	Business Unit Strategy	5
7	10/12	Corporate Strategy	6
8	10/19	Strategic Options, Midterm	7
9	10/26	Implementation & Control	9
10	11/2	Global Interconnectedness	8
11	11/9	Human Factors & Change	-
12	11/16	Companies In Transition	-
13	11/23	Ethics & CSR	-
14	11/30	Open	-
15	12/7	Presentations	-
16	12/14	FINAL	-

\*Refers to Chapters in Text

“STRATEGY – A View From the Top”

By DeKluyver & Pearce

**BADM 446**  
**BUSINESS STRATEGY**

**Objectives**

The course objective is to expose the student to the elements of business strategy in the context of both traditional and special situations, especially dealing with contemporary movements and events. Thus, the concepts of Social Responsibility, International Impacts, Corporate Turnaround & Restructure and Human Factors are examined together with exposure to a broad spectrum of the major thinkers and commentators in the field of business.

**Course Components**

There are five major components of the course in addition to the lectures and readings in the text. The components and their final grade weights are as follows:

A. Team Project, Development and Presentation	30%
B. Author/Book Report – Special Project	20%
C. Broad Issue Test, Essay Questions, ½ Hour, Closed Book October 23 <sup>rd</sup>	25%
D. Last Session Test, 1/2 Hour Multiple Choice/Blanks, Content of Text, Presentations, and Lectures, Closed Book	25%
E. Class Participation	Extra Credit

**Team Project**

Teams will be assigned by the Instructor and given a topic, company or industry to study which is relevant to business strategy. Meetings will be held between the team and instructor during the semester to reflect on progress and what has been learned to that point. During the semester Presentations will be made by each team the week of December 7<sup>th</sup>.

**Author/Book Report**

An author, publication or topic will be assigned to each student from the attached list. On October 7<sup>th</sup> a one sheet, typed report, single spaced, 12 Font will be submitted. The report shall explain who the author is, the affiliation and general characteristics, e.g. conservative economist, strategist, originator of the theory of relativity, etc. Choose and explain the author's views as exemplified by a book or articles. Close with one sentence explaining your impression or response.

The papers will be reproduced and a full set handed out to each student at a subsequent session. Students shall provide a verbal summary of their findings on October 7<sup>th</sup>. Quality of the paper submitted will count strongly in grading, and will include the originality of thinking and content as well as grammar and spelling.

## AUTHOR LIST

The following list of authors represents a group of luminaries whose views impacted or are currently influencing business practice. In some instances the body of the work must be probed for relevance to Business Strategy.

Robert C. Solomon  
Jagdish Bhagwati  
Kenichi Obmae  
Peter Drucker  
Tom Peters  
John Kotter  
Paul Samuelson Sr.  
Elton Mayo  
Rosabeth Moss Kanter  
Frederich Taylor  
James Bryan Quinn  
Henry Mintzberg  
Charles Handy  
Adam Smith  
David Ricardo  
Karl Marx  
John Gray  
The Economist\*  
David A. Kolb  
Abraham Maslow  
Charles Darwin  
Herbert Spencer  
Plato's Allegory of the Caves

\*Format will differ. Overall description of coverage, characteristics, style, etc.

J. W. Reece  
Ext. 6523 or 406/837-5 869  
[reece@digisys.net](mailto:reece@digisys.net) or  
[jack.reece@business.umt.edu](mailto:jack.reece@business.umt.edu)

## **BADM 446**

### **ISSUES & CONCEPTS**

The following are some fundamental Issues & Concepts of Strategic Management which are covered in the first half of the course during your assigned reading.

You should understand these items from an application standpoint –Beyond the formal textbook definitions and examples – Sufficient to apply them to new situations. The closed book MidTerm will expect your facility in their use.

Strategy in 3 questions

SWOT & PEST Analysis

Strategy by corporate level, i.e. Business unit, Function, etc.

Emergent Strategies

Cognitive Biases

Dialectic Method

Stakeholder Concept

Corporate Social Responsibility

Learning Theory

5 Forces Model

Industry Life Cycle

Competitive Advantage (Corporate, Sustained, National)

Building Blocks of Competitive Advantage

Methods of Achieving Competitive Advantage

Generic Competitive Advantage

Generic Competitive Strategies

Strategic Groups

Investment Strategies

Competitive Strategies for Differing Industry Environments

e.g., fragmented, embryonic, mature, declining, falling demand, etc.

Customer responsiveness – Focus and Satisfaction of Needs

Internationalization –Motives

Influence of Factor Conditions

Distinctive Competencies

Methods of Entering Foreign Markets

Strategic Alliances.