

STRATEGIC MANAGEMENT & PLANNING



INSTRUCTOR INFORMATION

Name:

Office Phone:

Office Location:

Email:

Welcome to Strategic Management!

Some companies foster a stronger culture of infusing strategy into their DNA than others. Yet no matter where an organization is on that spectrum, it needs to select and develop appropriate strategies, create plans that align with its vision, assess risks, and consider its competencies to effectively implement goals. This is the work of strategic management.

With these key attributes in mind, strategic management can be defined as the ongoing analysis, planning, monitoring, and assessment of all activities related to an organization achieving its strategic objectives. Strategic management involves the ongoing process of understanding the environment, forming business strategies, and implementing business strategies.

Core Components of Strategic Management

Understanding the Environment

The intelligence used to identify areas that require intervention and the data used to assess whether or not strategies are successful.

Strategies

The array of potential actions used to address issues an organization faces or to take a firm in new directions.

Strategy Formulation

The planning that guides the selection of appropriate strategies, develops the steps to carry out those strategies, and defines what success means for each strategy.

Strategy Implementation

The tools and processes used to deploy strategies, ensure they stay on track, and achieve the intended outcome.

Courseware and Materials

This course uses the digital courseware: “Strategic Management & Planning.” Included in this courseware is a digital textbook, supplemental presentations, chapter assignments, quizzes, case studies, a midterm and final exam, and a comprehensive project.

Learning Objectives

CHAPTER 1: MANAGING STRATEGICALLY - THE BIG PICTURE

- Define business strategy and identify its common types (corporate-level, business-level, generic, and innovative).
- Define planning and identify its common types (short-term, long-term, operational, strategic, tactical, and contingency).
- Describe the role of strategic management and discuss the differences between a functional and strategic manager.

CHAPTER 2: STRATEGY PLAYBOOK

- Identify the predominant strategic orientation used by a corporation.
- Describe corporate-level diversification strategies.
- Describe business-level diversification strategies.
- Explain when it is appropriate to use cost and differentiation strategies.

- Apply the most appropriate pricing strategy given a firm's objective.

CHAPTER 3: ASSESSING CURRENT PERFORMANCE

- Establish common key performance indicators and describe their use in monitoring business health.
- Identify appropriate targets and benchmarks for KPIs.
- Explain the difference between leading and lagging indicators.
- Organize key performance indicators using a balanced scorecard framework.

CHAPTER 4: INTERNAL RESEARCH FOR STRATEGIC DECISION-MAKING

- Describe common research methods used to inform strategy development.
- Describe the use of secondary sources along with their advantages and limitations.
- Identify appropriate primary research methods used for making business decisions.
- Incorporate segmentation into data analysis.

CHAPTER 5: MARKET INTELLIGENCE FOR STRATEGIC DECISION-MAKING

- Describe how market intelligence is used to both gather external KPI results and inform benchmarking.
- Articulate how competitive analysis, consumer trends, and industry trends are used to inform strategy.
- Describe how brand and community perception studies are conducted and explain how results are used to improve sentiment toward an organization.

CHAPTER 6: STRATEGIC PLANNING - DATA REVIEW & SYNTHESIS

- Describe the purpose of strategic planning committees and how they function to facilitate the strategic planning process.
- Evaluate internal research and market intelligence common to strategic planning for the purpose of understanding their influences on an organization.

- Synthesize data into meaningful categories using tools such as a SWOT analysis.
- Describe the purpose of an organization's mission, vision, and values and evaluate each against the current environment.

CHAPTER 7: STRATEGIC PLANNING - STRATEGY FORMULATION

- Participate in identifying top organizational influences and translating them into strategic priorities.
- Develop goals using the SMART goals framework.
- Create action plans using the best practice components.
- Evaluate KPIs in relation to goals and estimate appropriate targets.
- Identify the components of a strategic plan document.

CHAPTER 8: STRATEGY IMPLEMENTATION

- Select an appropriate implementation model based on the strategy being deployed and the organizational structure.
- Use action plans to develop implementation plans.
- Establish control systems and explain how to take corrective action.
- Cite the components necessary to close a strategy-related project.
- Avoid common pitfalls in strategy implementation.

CHAPTER 9: STRATEGIC INNOVATION

- Identify firms using incremental, disruptive, architectural, and radical innovation strategies.
- Explain why expanding internal capabilities and deploying process improvement techniques can be considered innovative.
- Develop stretch goals and describe how they differ from SMART goals.

CHAPTER 10: THE PLANNING & MANAGEMENT CYCLE

- Describe the purpose of annual planning and how it fits into an organization's overall planning cycle.

- Develop contingency plans that identify and mitigate risks.
- Provide key strategies for managing through disruption.
- Describe the two types of corporate social responsibility and how core values can help shape ethical planning.

Course Structure

- Introduce: “Strategic Management & Planning” digital textbook and chapter quizzes
- Practice: Chapter assignments and case studies
- Apply and reinforce: Mimic Strategic Management simulation and AMC Comprehensive Project
- Assessments: Midterm exam and final exam

Grading Policy

The assessment and grading system is intended to reflect student learning and performance.

- | | |
|--------------------------------|-----|
| ● Quizzes | 20% |
| ● Assignments and Case Studies | 20% |
| ● Midterm Exam | 20% |
| ● AMC Comprehensive Project | 20% |
| ● Final Exam | 20% |

Course Components

Quizzes

Each chapter includes an associated quiz that consists of multiple-choice and true-or-false questions.

Assignments

Each chapter includes associated assignments. Some assignments include a direct answer key, while others are open-ended within specific subject-related parameters.

Mimic Strategic Management Simulation

The simulation will create an environment for experiential application of strategic management and planning concepts.

AMC Theatres Comprehensive Project

This comprehensive project covers the major topics in the “Strategic Management & Planning” courseware. The project provides students with hands-on application of strategic management and planning principles through the use of real-world scenarios related to the AMC Theatres corporation.

Over the course of this eight-part semester project, students report on and critique AMC’s strategic development and deployment to date, including how well it has weathered pandemic-related challenges. Accordingly, they will develop a SWOT analysis that leads to the creation of new strategic priorities and goals for AMC. Students suggest a future course of action via generic and innovative strategies and develop action plans based on their proposed strategies. Finally, they identify metrics to measure their plan’s success.

Exams

There will be a midterm and final exam that consist of multiple-choice and true-or-false questions.