

## BUSINESS ADMINISTRATION

BUS 440: Strategic Management

Professor: John C. Cerrito

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Office hours: By appointment

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Textbook: Strategic Management, Pearce  
John F. Kennedy on Leadership, Barnes

Course Objective: This is first and foremost a class about organizational strategic planning and managing for long-range success.

The types of organizations studied in this class will vary from nonprofit to for-profit and from service to manufacturing. We will examine the particulars of strategic planning and its impact on stake-holder groups both inside and outside of the organization.

Our study of strategic management will require that you integrate the knowledge that you gained in other core courses in the Business Administration major at Augsburg College. At various times in this class, you will be applying many of the principles and concepts you learned in those prior courses. Consequently, this class will require that you develop a "big picture" perspective.

Virtually all of the other courses you have completed in the business core (such as accounting, marketing, finance, economics, business law, MIS, other management classes) have been lecture-focused, highly structured, and related to a well-developed body of theory. Many of your prior classes provided you with VERY important quantitative techniques of other types of content, SPECIFIC knowledge that was critical to your understanding of KEY business concepts. However, this class focuses on the WHOLE spectrum of business activities. The issues of long-range strategy policy formation require that you adopt a total enterprise perspective. This will require that you understand that the total of the organization is in fact the sum of all of its parts.

Specifically, one of the main objectives in this class is to encourage you to "think strategically." This will require that you identify and carefully analyze a wide variety of pertinent and difficult internal and external variables. As a result of your environmental analysis, your goal will be to formulate strategic plans that will provide the organization with a competitive advantage in the context of an increasing global environment.

This class will introduce you to the tools needed to conduct an organizational environmental analysis. You will also be systematically exposed to the rigors of industry and competitive analysis and the process of strategic planning.

## BUS 440 Operations Management

### Course Objectives:\*

1. To develop your capacity to think strategically about an organization, its industry position, how it can gain a sustainable competitive advantage, and how its strategy can be implemented and executed successfully.
2. To introduce tools those will develop your ability to analyze complex industry and competitive environments.
3. To provide hands-on, case-study experience in long-range decision-making, evaluating strategic options, developing strategic plans, and implementing strategic initiatives.
4. To reinforce the importance of ethical principles, personal/ organizational values, and socially responsible management practices.
5. To integrate the knowledge acquired in previous courses in the Business Administration major at Augsburg College.

### Course Pedagogy:\*

Lecture	20% of in-class time
Practicing the task of strategic management by the use of actual case studies	60% of in-class time
Class analysis/discussion, presentations by student teams, in class examinations	20% of in class time

Attendance: Your attendance is required. Nonattendance will result in a grade reduction. We grade on a 4-point system. You will lose .5 off your final grade per absence.

Assignments: Please have work prepared on time. Late assignments will reduce your final grade .5 per missed or late assignment.

### Evaluation Criteria:

Examination Case #1	25%
Examination Case #2	25%
In Class Exam	25%
Discussion participation and Presentation of cases	15%
Quizzes/Assignments	10%

\* Subject to Change