

Oglala Lakota College
Business Department
Course Syllabus
Semester/Year

Rebuilding the Lakota Nation through Education
Wounspe Ihuniyan Hci Lakota Oyate Kin Akta Ic'icakagapi Kte lo



Name of Course: BAAd 453 Strategic Management

Course Number: BAD 453

Department: Business

Credit Hours: Three (yamni)

Location:

Time & Day:

Instructor's Name:

Email:

Phones:

Mobile:

Office:

Office Hours:

Prerequisites: Degree candidate status and Department Chair approval

Required Text and Materials:

Dess G., Lumpkin G., and Eisner A, McNamara G. (2012). *Strategic Management: text and cases*, 6th edition. New York: McGraw-Hill/Irwin

Business Department Vision Statement:

Students will be provided the knowledge necessary to reach their maximum potential and are prepared to lead full and productive lives in the 21st century. The Oglala Lakota College Business Department ensures:

- Education excellence, equity, and high expectations for every student.
- Faculty will continually strive for excellence and stay abreast of the best practices in adult education
- Develop and maintain partnerships among educators, business, and the community that support high academic achievement and opportunity for all students.

Business Department Mission Statement:

Oglala Lakota College Business Department will provide the breadth of business education necessary for students to be successful within their communities while maintaining wolakolkiciyapi. The Business Department faculty will:

- Ensure that high expectations are maintained for all students.
- Build support for higher education on the Pine Ridge Reservation.
- Create learning opportunities that lead to success and a desire to be lifelong learners.

We do these things to strengthen the Lakota Nation through education.

Course Description (Waunspe Oyakapi): This course is designed to enhance your ability to analyze business situations through the use of case study analysis. The cases are taken from real business situations and are illustrative of the kinds of problems and issues you will face in a career in management.

Course Goal: The student will obtain knowledge and understanding to utilize and synthesize business information necessary for owning or running a business/organization.

Department Goals/Program Learning Outcomes (PLOs):

Students will demonstrate the ability and skill to:

- 1 Evaluate the major functional areas of business including:
 - a. Ability to prepare, analyze, communicate and use financial information.
 - b. Understanding of the duties of a manager: planning, organizing, directing and controlling.
 - c. Ability to use marketing to successfully perform in the business environment
 - d. Basic knowledge of the use of information technology in managing organizations.
 - e. Ability to coordinate the knowledge learned in program core course in the formulation and administration of sound business policy using case analysis and discussion
- 2 Demonstrate well developed written and oral business communication skills
- 3 Ability to evaluate current technology to critical and creatively solve business issues
- 4 Ability to apply ethical decision models and fundamental legal concepts to business decisions
- 5 Ability to use critical thinking to construct quantitative and qualitative analysis of business problems

Option A – Management

1. Ability to evaluate and apply the Human Resource function in a business environment with regard to recruitment, selection, training and development, discipline, termination and personnel laws
2. Demonstrate small business understanding by successfully completing a business plan.
3. Ability to evaluate behavior approach management with an emphasis on the understanding, prediction and control of human behavior in the organizational setting

Option B – Accounting

1. Recommend the appropriate managerial and business issues critical to analyzing accounting data and other information used for identifying and assessing opportunities and risks, developing organizational plans, allocating resources, and accomplishing objectives
2. Recommend relevant accounting principles and standards to specific business activities and workplace situations

Option C – Tribal Management

1. Apply behavior approach management with an emphasis on the understanding, prediction and control of human behavior in the organizational setting
2. Ability to select, apply for and manage a grant
3. Integrate principles of management and personnel supervision in relation to Tribal programs.

Option D – Entrepreneurship

1. Construct a business plan integrating reservation issues, licensing, tribal laws and codes
2. Assemble a report in relation to the marketing research conducted for a business
3. Determine individual leadership techniques to best suit a small business

Upon completion of this course, students will be able to:

Course Student Learning Outcomes:	PLOs	General Education Outcomes
Summarize an understanding of strategic management and creating competitive advantages	1a, 1b, 1c	
Analyze the External and Internal Environment of a Business/Firm	5	
Summarize the business level strategy for creating and sustaining competitive advantages	3	
Summarize the creation of Value in global markets	4	
Summarize strategic control and corporate governance	1a, 1b, 1c	
Analyze strategic management cases	1e, 2	

Learning Objectives (Wounspe Taku Unspepi Kte Kin He Le E): Upon completion of this course students will be able to:

- Summarize an understanding of strategic management and creating competitive advantages

Assessment: These objectives will be assessed through the use of quizzes, chapter assignments, case studies and discussions

Instructional Methodology: Course methodology is lecture with discussion and in-class research, reading texts and research articles, reflective discourse between classmates and the instructor. Instructor feedback is a critical aspect of learning. We all like to know “how we are doing”. To that end, this course will attempt to model transformational and constructivist learning processes that encourage a concept of problem-posing, connections with prior experience, reflection, and reflective discourse that help shape a new understanding.

Course Rationale: This course exists to assist students in the final formation of business knowledge which is a capstone for the business program. Therefore, this course is designed and intended for the graduating seniors. This course will provide you with the necessary foundation of business to assist in further success in your business career.

Homework: Each student should expect to spend two (nunpa) to three (yamni) hours out of class on reading and homework assignments each week, for every hour of class time (each credit hour), in order to perform satisfactorily. Therefore, if a course is three (yamni) credit hours you should spend approximately six (sakpe) hours outside of the course room on required readings and homework. However, every student differs in their individual skills, educational background, experience, capability and personal goals; so the amount of time you must dedicate to out of class work can vary significantly from this national average.

Reading Load: Reading will include approximately one to two chapters per week, plus handouts and homework as assigned.

Type & Amount of Writing Load: Moderate writing is required. Homework generally consists of short written answers. In addition, there will be exams, exercises/quizzes that may include essay-type questions, responses to discussion topics and cases analysis. All assignments, cases, discussions, and papers must follow APA guidelines. For more information you may visit the following site:
<http://owl.english.purdue.edu/owl/resource/560/01/>

Lakota Perspective Provided Through: This course stresses **Wolakotakiciapi** of “learning Lakota ways of life in the community”. This course is based on the values of mutual respect and generosity (woohola na wochantognakapi), seeking to advance each individual’s knowledge through their continuing hard work (fortitude- wowalitake) and willingness to learn new information and viewpoints, as well as to demonstrate it, by speaking in front of the group (bravery-woohitike); all undertaken in an environment of complete truthfulness, trust, integrity and humility. We will do this by embracing the teaching of our ancestors as we learn new ways. (Waunspe wicakiyapi ki iglutanyan ihani unpi kun hena itan waunspe tokeca uha ayin kte.)

Evaluation and Grading:

1. Case study analysis
2. Quizzes
3. Daily Assignments
4. Discussion participation

Your overall grade will be derived from these assessment instruments and weighed as follows:

Case Study Analysis (2)	200-Midterm/300-Final	500 points
Chapter Assignments (12)	20 points per assignment	240 points

A = Superior Quality Work = Demonstrated concept mastery by scoring 90% or better.

B = Good Quality Work = Demonstrated concept mastery by scoring 80-89%.
C = Satisfactory Quality Work = Demonstrated concept mastery by scoring 70-79%.
D = Marginal Quality Work = Demonstrated weak concept mastery by scoring 60-69%
F = Demonstrated concept mastery below the acceptable mark of 59%, which is well below what may be required in the business world.

As the field of business continues to change the professional requirements are also changing. For students who choose business as their field of study must **have a grade of “C” or better in business core and professional courses**. IF you have questions in regards to which courses this includes ask your instructor.

Business Department policy is that we *do not allow students to do “I” incomplete contracts*. If a student has an extenuating circumstance in which he or she cannot complete the required course work and the student is receiving a grade of C or better, the student may make arrangements with the classroom instructor prior to the end of semester and request an extension for final course work. The instructor will record the student’s final grade based on the grade earned at the end of the semester. When the student completes the required assignments, by the specified time set by the instructor but not longer than one year, the grade will be changed.

I = Incomplete Work = A student may receive an incomplete grade only if it has been discussed with the instructor and the instructor deems this as justifiable. If this decision is reached, then the student must fill out an application form, which you may ask for, from the counselor or director at the college center.
W = Withdrawal = A student may withdraw from a course by filling out a Drop Card to be recorded by the Registrar. The student must sign this form if you drop yourself. A Drop Card may/can be filled out and signed by a counselor/instructor for lack of attendance.

Homework has a designated due date. There will be no late homework accepted after its due date. If you will be absent make arrangements to get the homework assignment prior to your absence so that it may be turned in on time. In the situation of an emergency you will have two days after the due date to get the assignment turned over to the instructor. **THERE WILL BE NO EXCEPTIONS TO THIS RULE.**

Course Requirements, Expectations or Students:

1. Attendance is a requirement for this class. Your homework assignments must be turned in on the dates due to get full credit.
2. You are expected to participate in class discussion; this provides evidence of your interest in, and preparation for the class. It also helps gauge the effectiveness of the instruction and everyone’s level of comprehension of the material presented. Most importantly, fellow class members benefit from your opinions and insights; in addition, the questions you ask may be about the same topic with which other students are having difficulty, so by helping yourself you also help them.

BAD 453 Case Analysis

The ultimate goal of this class is to write two, quality case analyses. To assist you in achieving this goal there are a number of assignments that are due throughout the semester. It is important that you commit yourself to completing all of these assignments in order to develop a quality paper.

Your paper must use APA standards. Your midterm case should be a minimum of 10 pages. Your final case should be a minimum of 15 pages (double-spaced, using Arial or Times New Roman 12 point font). As required by APA, your paper must have at least one corresponding in-text citation for each reference. You should ensure that there is no plagiarism within your paper. There are several free plagiarism detectors that you can use to be sure your paper is not plagiarized. The most common type of plagiarism among students is unintentional plagiarism. Here is free site to use: <http://www.dustball.com>

Suggestions to the Student:

Please read the specific chapter(s) of text and other supplemental materials assigned, and complete all homework before each class. You may want to start reading business magazines and articles on business topics, as well as the local newspaper. Try to observe examples of strategic management activity around the Reservation. If you have trouble with any assignment, or have questions on concepts or terminology, be sure to make a note of them during the week as you study. With these notes, you will be able to recall any specific problem area, so we can discuss and clarify it during class; or, if desired, privately during my Office Hours.

If you begin to have problems with course work, do not allow them to accumulate. See a College Center Counselor, contact Student Services for the help of a Tutor and/or see me right away (during class breaks or Office Hours.) Feel free to call me at my office or home. Resolve issues before they become serious or your progress in class begins to fall behind the other students. Delays and procrastination in addressing problems can only make them worse, and your full recovery from them more difficult. Tutors may be available, who can coach you and provide much more personalized help learning the subject matter; but to be effective, you must get help early – don't wait until the last few weeks of the semester.

You will be treated with respect, as an adult and the individual you are, at all times; however, this also means that you have the ultimate responsibility for the quality of your education and for the degree of your own success. I will make every effort to present course material in an interesting and relevant manner. I request your assistance, and feedback, if you observe things in my presentation style or the class' format, which I can change, that will make learning the subject matter easier for a majority of class members.

Oglala Lakota College Policies:

http://www.olec.edu/local_links/registrar/docs/student_handbook.pdf

All policies regarding students are fully disclosed in the Oglala Lakota College Student Handbook which may be accessed at the above link. Summaries of the most relevant policies regarding this course are summarized below but it is recommended that students review the full policies in the Handbook.

Disability Policy (85-600)

Oglala Lakota College recognizes physical and mental disabilities that include mobility, sensory, health, psychological, and learning disabilities, and provides reasonable accommodations and/or referrals once the disability is adequately documented. While OLC's legal obligations only extend to disabilities of a substantial and long-term nature, it is also the College's practice to honor reasonable requests for accommodations and/or referrals for temporary disabilities such as physical injury, illness, or complicated pregnancy. The purpose of the provided accommodations is to ensure students with disabilities equal access to education.

Student's Responsibility: It is the responsibility of the student to make his or her disability and needs known in a timely fashion by submitting an application for service to the Coordinator of Student Affairs and to provide appropriate documentation and evaluations to support the accommodations the student requests. The student should also notify instructors at the beginning of the semester. Please contact the Coordinator of Student Affairs at 455-6083 if you have any questions regarding the application for service process including what documentation is needed and contact information for evaluation services.

Academic Freedom (76-100)

Academic freedom is the absence of restrictions placed upon the spirit of investigation, free inquiry and open discussion. In this spirit, the instructor exercises a professional judgment to select and interpret ideas, and the student has the right to challenge ideas and interpretations.

Academic Dishonesty (76-300)

Academic dishonesty is the taking of an examination or the preparation of papers for credit wherein the student knowingly represents the work of another as his/her own; and/or knowingly breaks stated examination rules. A student may be expelled and barred from further classes upon proof in a hearing set up by the Vice President for Instruction.

Dropping / Adding Courses (81-300)

If a student discontinues a subject and fails to allow the prescribed procedure for dropping a course, it may be recorded on his/her permanent record as an "F." It is the student's responsibility to verify that their online schedule shows that the course is officially dropped.

If a class is dropped after the second week, the student will be liable for the total cost of the tuition.

Attendance Policy (81-350)

If a student wishes to be excused from a class, it is the student's responsibility to clear the absence with the instructor. At that time the student must arrange for a make-up assignment. However, an excused absence is the same as an absence until the student has completed work equivalent to being in class within one week of the absence. Once the make-up assignment is completed, the instructor may change the absent to present depending on the circumstance and quality of work. This will only apply to no more than two absences.

A student will be dropped from a course after three consecutive absences or after five total absences by the Registrar.

Tardiness Policy (81-370)

A student shall be considered tardy for class, if he/she arrives late for class, but during the first hour of the class. A student arriving later than this may be marked absent.

If an instructor is late for a class, students must wait for one-half hour. After this time, the class will be considered cancelled for that week and must be made up.

Standards of Conduct (86-300)

OLC students will abide by the standards of conduct while on college premises. Every student has the

right to a safe learning environment. To ensure this safety, acts of misconduct are subject to disciplinary action. Acts of misconduct include a) any actual or threatened physical violence; b) gross disorderly conduct; c) verbal abuse or harassment; d) vandalism of OLC premises; e) attending classes under the influence of alcohol or drugs; f) failure to properly supervise children on college premises; g) any other student conduct that causes a disruption in classes or business transactions on college premises; and h) failure to abide by the College's Gun-Free/Weapon-free Policy.

Computer Account and Network Policy (93-500)

Oglala Lakota College network access may be used to improve learning and teaching consistent with the educational mission of OLC. OLC expects legal, ethical and efficient use of the network. All OLC network account usage is subject to examination or investigation as needed without prior notification or consent of the user. The use of the information system is a privilege, not a right, and inappropriate use will result in a cancellation of those privileges.

Forgery of e-mail messages, reading, deleting, copying, or modifying the e-mail of other users, and sending unsolicited junk e-mail or e-mail chain letters are prohibited.

Disclaimer: Information contained in this syllabus was, to the best knowledge of the instructor, considered correct and complete when distributed for use at the beginning of the semester. However, this syllabus should not be considered a contract between Oglala Lakota College and any student. The instructor reserves the right to make changes in course content or instructional techniques without notice or obligation. Students will be informed of any such changes. Additional student rights and responsibilities are outlined in the Student Handbook.

Early Alert System: The Enrollment Management Program of Oglala Lakota College has an Early Alert System in place to provide support for students. This system will be utilized by the instructor to report concerns regarding attendance, missing assignments, or any other matters that may impact the student's ability to successfully complete the course.

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NAME OF CASE STUDY
Your Name
Seminar in Strategic Management
Online
Fall 2008

(10 points)

Put the date here: 08/08/08

Current Situation – 25 points

Current Performance –

How did the corporation perform the past year overall in terms of return on investment, market share and profitability?

Strategic Posture

What are the corporations current mission, objectives, strategies, and policies?

1. Are they clearly stated or are they merely implied from performance?
2. MISSION: What business is the corporation in? Why?
3. Objectives: What are the corporate, business, and functional objectives? Are they consistent with each other, with the mission, and with the internal and external environments?
4. Strategies: what strategy or mix of strategies is the corporation following? Are they consistent with each other, with the mission and objectives, and with the internal and external environment?
5. Policies: What are they? Are they consistent with each other, with the mission, objective strategies, and with the internal and external environment?
6. Do the current mission, objectives, strategies, and policies reflect the corporation's internal operations---whether global or multidomestic?

Corporate Governance – 25 points

Board of Directors

1. Who are they? Are they internal or external?
2. Do they own significant shares of stock?

3. Is the stock privately held or publicly traded? Are there different classes of stock with different voting rights?
4. What do they contribute to the corporation in terms of knowledge, skills, background, any connections? If the corporation has international operations, do board members have international experience?
5. How long have they served on the board?
6. What is their level of involvement in strategic management? Do they merely rubber-stamp management's proposals or do they actively participate and suggest future directions?

Top Management

1. What person or group constitutes top management?
2. What are top management's chief characteristics in terms of knowledge, skills, background, and style? If the corporation has international operations, does top management have international experience? Are executives from acquired companies considered part of the top management team?
3. Has top management been responsible for the corporation's performance over the past few years? How many managers have been in their current position for less than 3 years? Were they internal promotions or external hires?
4. Has it established a systematic approach to strategic management?
5. What is its level of involvement in the strategic management process?
6. How well does top management interact with lower level managers and with the board of directors?
7. Are strategic decisions made ethically in a socially responsible manner?
8. Is top management sufficiently skilled to cope with likely future challenges?

External Environment – 100 points

Societal Environment

1. What general environmental forces are currently affecting both the corporation and the industries in which it competes? Which present current or future threats? Opportunities?
 - a. Economic
 - b. Technological
 - c. Political-legal
 - d. Sociocultural
2. Are these forces different in other regions of the world?

Task Environment

1. What forces drive industry competition? Are these forces the same globally or do they vary from country to country?
 - a. Threat of new entrants
 - b. Bargaining power of buyers

- c. Threat of substitute products or services
 - d. Bargaining power of suppliers
 - e. Rivalry among competing firms
 - f. Relative power of unions, governments, special interest groups, etc.
2. What key factors in the immediate environment (that is, customers, competitors, suppliers, creditors, labor unions, governments, trade associations, interest groups, local communities, and shareholders) are currently affecting the corporation? Which are current or future threats? Opportunities?

Summary of External Factors

Which of these forces and factors are the most important to the corporation and to the industries in which it competes at the present time? Which will be important in the future?

Internal Environment – 200 points

Corporate Structure

1. How is the corporation structured at present?
 - a. Is the decision-making authority centralized around one group or decentralized to many units?
 - b. Is it organized on the basis of functions, projects, geography, or some combination of these?
2. Is the structure clearly understood by everyone in the cooperation?
3. Is the present structure consistent with current corporate objectives, strategies, policies, and programs as well as with the firm's international operations?
4. In what ways does this structure compare with those of similar corporations?

Corporate Culture

1. Is there a well-defined or emerging culture composed of shared beliefs, expectations, and values?
2. Is the culture consistent with the current objectives, strategies, policies, and programs?
3. What is the culture's position on important issues facing the corporation (that is, on productivity, quality of performance, adaptability to changing conditions, and internationalization)?
4. Is the culture compatible with the employees' diversity of backgrounds?
5. Does the company take into consideration the values of each nation's culture in which the firm operates?

Corporate Resources

Marketing

- a. What are the corporations current marketing objectives, strategies, policies, and programs?

- i. Are they clearly stated, or merely implied from performance and/or budgets?
 - ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
- b. How well is the corporation performing in terms of analysis of market position and marketing mix (that is, product, price, place, and promotion) in both domestic and international marketing. What percentage of sales comes from foreign operations?
 - i. What trends emerge from this analysis?
 - ii. What impact have these trends had on past performance and how will they probably affect future performance?
 - iii. Does this analysis support the corporation's past and pending strategic decisions?
 - iv. Does marketing provide the company with a competitive advantage?
- c. How well does this corporation's marketing performance compare with that of similar corporations?
- d. Are marketing managers using accepted marketing concepts and techniques to evaluate and improve product performance? (Consider product life cycle, market segmentation, market research, and product profiles.)
- e. Does marketing adjust to the conditions in each country in which it operates?
- f. What is the role of the marketing manager in the strategic management process?

Finance

- a. What are the corporation's current financial objectives, strategies, policies, and programs?
 - i. Are they clearly stated or merely implied from performance and/or budgets?
 - ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
- b. How well is the corporation performing in terms of financial analysis? (Consider ratios, common size statements, and capitalization structure.)
 - i. What trends emerge from this analysis?
 - ii. Are there any significant differences when statements are calculated in constant versus reported dollars?
 - iii. What impact have these trends had on past performance and how will they probably affect future performance?
 - iv. Does this analysis support the corporation's past and pending strategic decisions?

- v. Does finance provide the company with a competitive advantage?
- c. How well does this corporation's financial performance compare with that of similar corporations?
- d. Are financial managers using accepted financial concepts and techniques to evaluate and improve current corporate and divisional performance? (consider financial leverage, capital budgeting, ratio analysis, and managing foreign currencies)
- e. Does finance adjust to the conditions in each country in which the company operates?
- f. What is the role of the financial manager in the strategic management process?

Research and Development

- a. What are the corporation's current R&D objectives, strategies, policies, and programs?
 - a. Are they clearly stated, or merely implied from performance and/or budgets?
 - b. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
 - c. What is the role of technology in corporate performance?
 - d. Is the mix of basic, applied, and engineering research appropriate given the corporate mission and strategies?
 - e. Does R&D provide the company with a competitive advantage?
- b. What return is the corporation receiving from its investment in R&D?
- c. Is the corporation competent in technology transfer? Does it use concurrent engineering and cross-functional work teams in product and process design?
- d. What role does technological discontinuity play in the company's products?
- e. How well does the corporation's investment in R&D compare with the investments of similar corporations?
- f. Does R&D adjust to the conditions in each country in which the company operates?
- g. What is the role of the R&D manager in the strategic management process?

Operations and Logistics

- a. What are the corporation's current manufacturing/service objectives, strategies, policies, and programs?
 - i. Are they clearly stated, or merely implied from performance and/or budgets?
 - ii. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?

- b. What is the type and extent of operations capabilities of the cooperation? How much is done domestically versus internationally? Is the amount of outsourcing appropriate to be competitive? Is purchasing being handled appropriately?
 - i. If product oriented, consider plant facilities, types of manufacturing system (continuous mass production, intermittent job shop, or flexible manufacturing), age and type of equipment, degree and role of automation and/or robots, plant capacities and utilization, productivity ratings, availability and type of transportation.
 - ii. If service oriented, consider service facilities (hospital, theater, or school buildings), type of operations systems (continuous service over time to same clientele or intermittent service over time to varied clientele), age and type of supporting equipment, degree and role of automation and/or use of mass communication devices (diagnostic machinery, videotape machines), facility capacities and utilization rates, efficiency ratings of professional/service personnel, availability and type of transportation to bring service staff and clientele together.
- c. Are manufacturing or service facilities vulnerable to natural disasters, local or national strikes, reduction or limitation of resources from suppliers, substantial cost increases of materials, or nationalization by governments?
- d. Is there an appropriate mix of people and machines, in manufacturing firms, or of support staff to professionals, in service firms?
- e. How well does the corporation perform relative to the competition? Is it balancing inventory costs (warehousing) with logistical costs (just-in-time)? Consider costs per unit of labor, material and overhead; downtime; inventory control management and/or scheduling of service staff; production ratings; facility utilization percentages; and number of clients successfully treated by category (if service firm) or percentage of orders shipped on time (if product firm).
 - i. What trends emerge from this analysis?
 - ii. What impact have these trends had on past performance and how will they probably affect future performance?
 - iii. Does this analysis support the corporation's past and pending strategic decisions?
 - iv. Does operations provide the company with a competitive advantage?
- f. Are operations managers using appropriate concepts and techniques to evaluate and improve current performance? Consider cost systems, quality control and reliability systems, inventory control management, personnel scheduling, TQM, learning curves, safety programs, and engineering programs that can improve efficiency of manufacturing or of service.

- g. Does operations adjust to the conditions in each country in which it has facilities?
- h. What is the role of the operations manager in the strategic management process?

Human Resource Management

1. What are the corporation's current HRM objectives, strategies, policies, and programs?
 - a. Are they clearly stated, or merely implied from performance and/or budgets?
 - b. Are they consistent with the corporation's mission, objectives, strategies, policies, and with internal and external environments?
2. How well is the corporations HRM performing in terms of improving the fit between the individual employee and the job? Consider turnover, grievances, strikes, layoffs, employee training, and quality of work life.
 - a. What trends emerge from this analysis?
 - b. What impact have these trends had on past performance and how will they probably affect future performance?
 - c. Does this analysis support the corporations past and pending strategic decisions?
 - d. Does HRM provide the company with a competitive advantage?
3. How does this corporations HRM performance compare with that of similar corporations?
4. Are HRM managers using appropriate concepts and techniques to evaluate and improve corporate performance? Consider the job analysis program, performance appraisal system, up to date job descriptions, training and development programs, attitude surveys, job design programs, quality of relationship with unions, and use of autonomous work teams.
5. How well is the company managing the diversity of its workforce?
6. Does HRM adjust to the conditions in each country in which the company operates? Does the company have a code of conduct for HRM in developing nations? Are employees receiving international assignments to prepare them for managerial positions?
7. What is the role of the HRM manager in the strategic management process?

Information Systems

1. What are the corporation's current IS objectives, strategies, policies, and programs?
 - a. Are they clearly stated, or merely implied from performance and/or budgets?
 - b. Are they consistent with the corporations mission, objectives, strategies, policies, and with internal and external environments?
2. How well is the corporation's IS performing in terms of providing a useful database, automating routine clerical operations, assisting managers in making routine decisions, and providing information necessary for strategic decisions?

- a. What trends emerge from this analysis?
 - b. What impact have these trends had on past performance and how will they probably affect future performance?
 - c. Does this analysis support the corporations past and pending strategic decisions?
 - d. Does IS provide the company with a competitive advantage?
3. How does this corporations IS performance and stage of development compare with that of similar corporations?
 4. Are IS managers using appropriate concepts and techniques to evaluate and improve corporate performance? Do they know how to build and manage a complex database, conduct system analyses, and implement interactive decision support systems?
 5. Does the company have a global IS? Does it have difficulty with getting data across national boundaries?
 6. What is the role of the IS manager in the strategic management process?

Summary of Internal Factors

Which of these factors are the most important to the corporation and to the industries in which it competes at the present time? Which will be important in the future?

Analysis of Strategic Factors (SWOT) – 40 points

Situation Analysis

What are the most important internal and external factors (Strengths, weaknesses, opportunities, threats) that strongly affect the corporation's present and future performance? List five to six strategic factors.

Review of Mission and Objectives

1. Are the current mission and objectives appropriate in light of the key strategic factors problems?
2. Should the mission and objectives be changed? Is so, how?
3. If changed, what will the effects on the firm be?

Strategic Alternatives and Recommended Strategy – 40 points

Strategic Alternatives

1. Can the current or revised objectives be met by the simple, more careful implementing of the strategies presently in use (for example, fine tuning the strategies)?
2. What are the major feasible alternative strategies available to this corporation? What are the pros and cons of each? Can corporate scenarios be developed and agreed upon?
 - a. Consider cost leadership and differentiation as business strategies
 - b. Consider stability, growth, and retrenchment as corporate strategies
 - c. Consider any functional strategic alternatives that might be needed for reinforcement of an important corporate or business strategic alternative.

Recommended Strategy

1. Specify which of the strategic alternatives you are recommending for the corporate, businesses functional levels of the corporation. Do you recommend different business or functional strategies for different units of the corporation?
2. Justify your recommendation in terms of its ability to resolve both long and short term programs and effectively deal with the strategic factors.
3. What policies should be developed or revised to guide effective implementation?

Implementation – 40 points

What kinds of programs (for example, restructuring the corporation or instituting TQM) should be developed to implement the recommended strategy?

1. Who should develop these programs?
2. Who should be in charge of these programs?

Are the programs financially feasible? Can pro forma budgets be developed and agreed upon? Are timetables appropriate to individual programs?

Do new standard operating procedures need to be developed?

Evaluation and Control – 20 points

Is the current information system capable of providing sufficient feedback on implementation activities and performance? Can it measure critical success factors?

1. Can performance results be pinpointed by area, unit, project, or function?
2. Is the information timely?

Are adequate control measures in place to ensure conformance with the recommended strategic plan?

1. Are appropriate standards and measures being used?
2. Are reward systems capable of recognizing and rewarding good performance?

255 points total