

Syllabus

SCHOOL OF MANAGEMENT
MG 495 – Management Strategy

5 Credits

Effective: Term/Year

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name:

Contact Information:

Instructor's Professional and Academic Background:

COURSE DESCRIPTION

Management Strategy is the capstone course for the Bachelor of Arts in Management. This class is designed to cultivate students' knowledge and skills related to the primary phases of strategic management including strategy formulation, implementation, and evaluation. The strategic management framework that is utilized in this class enables students to gradually build a cohesive body of knowledge about the three primary phases by integrating complementary insights from coursework in management, critical thinking, ethics and leadership, marketing, project management, and human resources. Upon completion of this course, students will possess the knowledge and skills that help to develop effective strategic plans, which in turn can secure strategic success by aligning an organization's internal capabilities with external demands.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage ("Find Your Reading List" button).

Note: Required resources that must be purchased by the student are tagged "Purchase from a vendor of your choosing." Required resources with a direct link, "Available through CityU Library", are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Commitment to ethical practice and service
- Diverse and global perspectives
- Lifelong learning

COURSE OUTCOMES

In this course, learners:

- Identify the major components of the strategic management process and apply that framework to strategic business, marketing, human resources, and project management situations.
- Identify and discuss key internal and external forces that must be examined in formulating strategies.
- Diagram and explain the SWOT Matrix.
- Evaluate alternative strategies to select a strategy for execution.
- Identify and evaluate contemporary management and ethical issues, and the impact such issues have upon individual business organizations.
- Apply the dynamics of group decision making and teamwork.
- Find, evaluate, and utilize information to support professional and organizational development.
- Create and professionally communicate a strategic implementation plan.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Ethics, Social Responsibility, and Sustainability
- Types of strategies
- Vision and mission analysis
- The internal audit
- The external audit
- Strategy generation and selection
- Strategy implementation
- Strategy execution
- Strategy monitoring

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments and Activities	30%
Team Project – Phase 1: Complete the Sections of Executive Summary, Current State, and the Internal Assessment	10%
Team Project – Phase 2: Complete the Section of the External Assessment	10%
Team Project – Phase 3: Complete the Sections of Goals & SMART Objectives, SWOT Analysis, Strategy Evaluation, and Selection (Including Ethical Justification/Considerations)	20%
Team Project – Phase 4: Complete the Section of the Strategic Implementation Plan	20%
Individual Reflection Paper	10%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	40%
Quantity of Responses	40%
Timeliness	20%
TOTAL	100%

Team Project: Develop and Present a Strategic Plan (See Template)

At the start of the course, students will be assigned to teams and each team will select an organization to study and develop a strategic plan. Suggestions for the case will be provided by the instructor that teams can choose from or groups can select their own scenario to work on upon the instructor's approval. To ensure consistency and quality, **teams are required to utilize the attached strategic plan template**

(also available in Course Information) and complete each phase according to the assigned due dates. This template consists of four (4) major phases as follows:

- Phase 1: Executive summary, current state, and internal assessment
- Phase 2: External assessment
- Phase 3: Goals and SMART objectives, SWOT analysis, strategy evaluation, and selection (including ethical justification/considerations)
- Phase 4: Strategic implementation plan

The final strategic plan will be 20-25 pages (excluding cover page and reference page); APA writing conventions should be followed with a minimum of 15 sources referenced and cited. Each team will present its final project to the class. If the course is in an online format, teams will record and submit their narrated presentation. The presentation should be approximately 15 minutes in length (12-15 slides), covering the key sections of the project (see the template). Each team member will fill out an evaluation form to indicate the level of individual performance in the team. This evaluation will contribute to the “Teamwork” component of the associated rubric.

<i>Components</i>	<i>% of Grade</i>
Requirements for the Strategic Plan Components	25%
Analysis and Conclusions	25%
Style including Organization, Structure, Flow, Grammar, and Spelling	10%
APA	10%
Teamwork	15%
Team Presentation	15%
Total	100%

Individual Reflection Paper

For this assignment, the student will utilize the template for the strategic plan as an outline to conceptually describe each component of the plan and then explain how they developed the component within the context of the selected company for the team project. This reflection paper should reveal the student’s theoretical and practical knowledge of individual components that generate an effective strategic plan. This paper will be 4-6 pages (excluding cover page and reference page); APA writing conventions should be followed with a minimum of five (5) sources referenced and cited.

<i>Components</i>	<i>% of Grade</i>
Internal Assessment	10%
External Assessment	10%
Objectives	5%
Strategy Formulation, Evaluation, and Selection	20%
Strategic Implementation Plan	15%
Interrelationships and Synergy among Components	10%
Management Theory	10%
Style including Structure, Flow, Grammar, and Spelling	10%
APA	10%
TOTAL	100%

COURSE POLICIES

Late Assignments (IMPORTANT)

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Title IX Statement

City University of Seattle and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If you have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage you to report this to the University. If you speak with a faculty member about an incident of misconduct, that faculty member must notify CityU's Title IX coordinator and share the basic fact of your experience. The Title IX coordinator will then be available to assist you in understanding all of your options and in connecting you with all possible resources on and off campus.

To view CityU'S sexual misconduct policy and for resources, please visit the [Campus Safety and Title IX Page](#) in the my.cityu.edu portal.

Scholastic Honesty

Scholastic honesty in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. You are responsible for understanding CityU's policy on scholastic honesty and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Scholastic Honesty* under *Student Rights & Responsibilities*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if s/he is present at any time during the class session. For online classes, a student has attended if s/he has posted or submitted an assignment. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Attendance Policy for Mixed Mode, Online and Correspondence Courses*.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking

As a CityU student, you have access to 10 free hours of online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request your user name and password.