

# BADM-2501: BUSINESS STRATEGIES

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## Cuyahoga Community College

### Viewing: BADM-2501 : Business Strategies

**Board of Trustees:**

October 2022

**Academic Term:**

Fall 2023

**Subject Code**

BADM - Business Administration

**Course Number:**

2501

**Title:**

Business Strategies

**Catalog Description:**

Capstone course for Business Management degrees. This course provides students with a consolidated educational experience, combining their acquired knowledge and skill sets in the areas of accounting, economics, marketing, finance and management. Students will apply practical knowledge and academic theory to demonstrate critical thinking abilities.

This course underscores the importance of both business and management proficiency in today's global marketplace. Students will develop mastery in strategic management to effectively create organizational value in an increasingly competitive and continually evolving business environment.

**Credit Hour(s):**

3

**Lecture Hour(s):**

3

**Lab Hour(s):**

0

**Other Hour(s):**

0

## Requisites

**Prerequisite and Corequisite**

Departmental approval: 20 credit hours of any combination of business administration, accounting or marketing courses.

## Outcomes

**Course Outcome(s):**

Apply knowledge of the S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis tool and operational SMART(Specific, Measurable, Attainable, Relevant and Time Based) planning processes to evaluate decision making process and planning in the organizational setting for resources, technology, quality control and strategy.

**Essential Learning Outcome Mapping:**

Critical/Creative Thinking: Analyze, evaluate, and synthesize information in order to consider problems/ideas and transform them in innovative or imaginative ways.

**Objective(s):**

- a. Initiate operational steps toward attaining the organizations mission and goals (SMART).
- b. Apply strategic business decisions making through analysis in a selected Case Study.
- c. Prepare a business **SWOT** (Strengths, Weaknesses, Opportunities and Threats) analysis for a chosen enterprise.
- d. Develop a comprehensive strategic audit document.

- e. Develop strategic, tactical and operational plans when given the organizational mission.
- f. Evaluate and document the best course of action when allocating key economic resources.

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**Course Outcome(s):**

Apply strategy implementations through assessment of company objectives, policies, tactics, finance and budgets considerations.

**Essential Learning Outcome Mapping:**

Quantitative Reasoning: Analyze problems, including real-world scenarios, through the application of mathematical and numerical concepts and skills, including the interpretation of data, tables, charts, or graphs.

**Objective(s):**

- a. Describe issues that could impact strategy implementation: EVA (economic value added), MVA (market value added) and EPS (earnings per share).
- b. Identify the impact of budgets, programs and procedures on the process.
- c. Prepare financial analysis of case study and real world enterprises using financial ratios, consolidated financial statements, comparative analysis and other related analysis tools.
- d. Develop a strategic decision analysis utilizing generally accepted accounting principles for review and analysis of financial statements, to determine the health and strategic goals of a corporation.
- e. Analyze how corporate structure/hierarchy impacts implementation at the various stages.

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**Course Outcome(s):**

Compose a document or conduct research which demonstrates application of strategic planning concepts and use of applicable tools to solve a strategic business problem.

**Essential Learning Outcome Mapping:**

Information Literacy: Acquire, evaluate, and use information from credible sources in order to meet information needs for a specific research purpose.

**Objective(s):**

- a. Research articles on strategic planning and the decision-making process..
- b. Research a company and prepare a critique of their strategic process.
- c. Prepare a research paper on the strategic planning process.
- d. Analyze a corporation's strategic plan.

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**Methods of Evaluation:**

- a. Case studies
- b. Simulations
- c. Projects
- d. Interactive exercises/assignments
- e. Essay exams
- f. Quizzes and examinations
- g. Written assignments (research and reflection papers, SWOT analysis, current events, annotated bibliography)
- h. Strategic plan or audit document
  - i. Formal and informal presentations
  - j. Class exercises
- k. Discussion boards/forums

**Course Content Outline:**

- a. Systems management
  - i. Interrelationships and interdependencies of all stakeholders
  - ii. Environmental scanning and analysis
  - iii. Impact of decision making
  - iv. System synergism
- b. Corporate governance

- i. Role of the board of directors
- ii. Ethical decision making
- iii. Managing technology
- iv. Portfolio analysis
- v. Mergers and acquisitions
- c. Creating a competitive advantage
  - i. Portfolio analysis
  - ii. Value chain analysis
  - iii. Analyzing competitive forces
  - iv. Identifying and mapping potential competition
- d. Planning concepts and practical applications
  - i. Strategic
  - ii. Tactical
  - iii. Operational
  - iv. Contingency
- e. Organizational concepts and practical applications
  - i. Resource allocation
  - ii. Organizational and legal structures
  - iii. Distribution of authority/responsibility
  - iv. Structuring Strategic Business Units (SBU's)
- f. Leadership and directing concepts and practical applications
  - i. Staffing
  - ii. Coordination
  - iii. Managing organizational change
  - iv. Ethical decision making
- g. Control systems and practical applications
  - i. Establishing standards and benchmarks
  - ii. Subjective / objective measures
  - iii. Assessment techniques
  - iv. Balanced scorecards
- h. Financial strategies and practical applications
  - i. Generally accepted accounting principles
  - ii. Accounting systems and controls (internal and external)
  - iii. Sources and uses of financing
  - iv. Financial reporting standards
    - 1. International Accounting Standards Board (IASB)
    - 2. Financial Accounting Standards Review Board (FASB)
  - v. Cost benefit analysis
    - 1. Internal Rate of Return (IRR)
    - 2. Business valuation methods

## Resources

Gamble, John E.; Peteraf, Margaret A; Thompson Jr., Arthur A. *Essentials of Strategic Management: The Quest for Competitive Advantage*. 7th ed. New York, NY; McGraw-Hill, 2021.

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Hunger, D.J.; Wheelen, T.L. . *Essentials of Strategic Management*. 5th edition. Pearson (as Prentice Hall), Upper Saddle, N.J., 2021.

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Byrson, J.M. . *Strategic Planning for Public and Nonprofit Organizations a Guide to Strengthening and Sustaining Organizational Achievement*. 5th ed. Hoboken, NJ: Wiley, 2018.

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Hitt, M.A., Ireland, R.D., and Hoskisson, R.E. *Strategic Management: Competitiveness and Globalization: Concepts and Cases*. 13th ed. Boston, MA: Cengage, 2020.

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Wheelen, Thomas L., J. David Hunger, et al. *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. 15th ed. Pearson, 2018.

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U.S. Securities and Exchange Commission. January 2022. <https://www.sec.gov/>

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United Parcel Service. "The Rise of Smart Operations: Reaching New Levels of Operational Excellence (White Paper)" United Parcel Service of America, Inc., 2016.

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O'Neil, Eleanor. "Four TED Talks for Refining Business Strategy" CA Today, April 25, 2017. <https://www.icas.com/ca-today-news/four-ted-talks-on-business-strategy>

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#### Resources Other

- a. *Journal of Accountancy*. Association of International Certified Professional Accountants - AICPA
- b. *Strategic Finance*. Wiley Publishing
- c. *Academy of Strategic Management Journal*. Allied Business Academies
- d. Katsioloudes, M. I., & Abouhanian, A. K. . *Strategic Planning Process Understanding Strategy in Global Markets*. 2nd ed. Abingdon, Oxon: Routledge, 2016.
- e. Pearce, J. A., & Robinson, R. B. *Management: Formulation, Implementation, and Control*. 14th ed. New York: McGraw-Hill Higher Education, 2014

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