

**CENTRAL MICHIGAN UNIVERSITY
MSA PROGRAM
COURSE SYLLABUS**

I. IDENTIFYING INFORMATION

Course: MSA 603
Course Title: Strategic Planning for the Administrator
EPN: 22365056
Term: Spring II Semester
Location: MSA Program, Room 229 Rowe Hall
Course Date March 14 thru May 2, 2019
Course Days and Times: Thursdays, 5:30 thru 10:20 pm
Prerequisites: None

Blackboard:

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. This Face-to-face course incorporates Blackboard, and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter <https://blackboard.cmich.edu/webapps/login/>. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at <https://blackboard.cmich.edu/webapps/login/>.

Instructor: Dr. James S. Neubecker, CPA

Primary Phone number: 989 774 6525

Secondary Phone number (cell) 517 242 0157

Home Phone Number 517 669 5569

Office hours or availability: After Class, Mondays and Thursdays, Other days: 12 noon to 7 p.m. by phone. Email anytime.

Academic Biography:

Dr. James S. Neubecker received his undergraduate degree in accounting from Michigan State University. He received two graduate degrees from Central Michigan University; one in Educational Administration, the other in Business Administration, with a major emphasis in Accounting. He received his doctorate in public administration from Western Michigan University. He has also taken courses in Data Processing. He has served on a number of

professional committees with the American Institute of Certified Public Accountants, Michigan Institute of CPAs, and Central Michigan University and Ferris State University. In addition to the formal degree programs, Dr. Neubecker is a Certified Public Accountant and a Certified Internal Auditor.

Dr. Neubecker was employed as the Deputy Auditor General for the Michigan Auditor General. Prior to that he was an Audit Division Administrator with the Office of the Auditor General, Lansing, Michigan. Currently, Dr. Neubecker is an Assistant Professor, MSA program, for Central Michigan University.

He has worked as an adjunct instructor for Aquinas College, Grand Rapids, Michigan; Central Michigan University, and Western Michigan University, Kalamazoo, Michigan. He frequently is a guest speaker at accounting seminars sponsored by the professional associations, and is active in business consulting and training for various entities.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Hill, C. Melissa Schilling, and Gareth Jones, *Strategic Management: An Integrated Approach* 2017: Cengage Learning, Boston.

Book ISBN: 978-1-305-50227-7

Bundle ISBN (includes MindTap) 978-1-3059-3135-0 (students must purchase the bundle)

III. COURSE DESCRIPTION

This course is an examination of processes and approaches used by administrators to analyze internal and external environments to establish and accomplish long-term strategic organizational goals.

IV. COURSE GOALS AND OBJECTIVES

Upon successfully completing this course, the student will be able to:

1. Evaluate internal and external social, economic, political, and technological environments that affect organizations.
2. Incorporate strategic planning development, implementation, and evaluation systems into various organizational contexts.
3. Propose various strategic planning and administrative methods and strategies to successfully cope with the ambiguities, complexities, and implications of internal and external environmental factors on organizational functions.
4. Select and apply analytical models and decision-making methods to evaluate and solve administrative problems and enhance organizational performance.
5. Demonstrate an ability to incorporate into practice exemplary ethical principles leading to sound personal decisions and socially responsible organizational values and practices.
6. Construct and present analysis and decisions in both orally and writing form under critical appraisal.

V. METHODOLOGY for Face to Face Course

There is a strong expectation that students will attend all classes. There will be an open discussion thread for questions and answers as they come up through the week. Students will be required to submit 2 case studies and do an oral presentation on a different case study. There will be a midterm examination and a final examination. The 2 case study papers will be 3-5 pages each.

VI. COURSE OUTLINE/ASSIGNMENTS

Course Outline

The compressed course will begin on Thursday, March 15, and end on Thursday, May 3. Most assignments/tasks are due at the beginning of the class, unless otherwise specified or announced.

Note: The course outline, while complete, may be modified slightly at the discretion of the instructor.

Week	Topic(s)	Reading(s)	Assignment(s) Due
0	Prior to March 15 Getting Started!	- Syllabus & Bb Tutorials Chapters 1 & 2	- Pre-class tasks available on Blackboard course site Chapter 1: Complete the 6 discussion questions found on page 36 Chapter 2: Complete the 4 discussion questions found on page 72.
1 (March 14, 2019)	- Overview & Vision and Mission - External Analysis	- Chapters 1 & 2	- Case Study 1 (Proctor and Gamble) This is the practice case study. Read over and we will discuss in class.
2 (March 21, 2019)	- Internal Analysis and Competitive Advantage Functional Strategy and Competitive Advantage	- Chapter 3 Chapter 4	Complete the 5 discussion questions found on page 105 before class. Complete the 4 discussion questions found on page 140 before class
3 (March 28, 2019)	Business Level Strategies Business Level Strategies and the Business Environment	- Chapters 5 & 6	First night for case study presentations Turn in Case Study 2 (Trader Joe's) - Strategic Case: Selection of Your Case Chapter 5: Complete the 6 discussion questions found on page 169 before class. Chapter 6: Complete the 6 discussion questions found on page 200 before class.

4 (April 4 2019)	No Class per university calendar		
5 (April 11, 2019)	- Strategy and Technology - Strategy and The Global Environment	Chapters 7 & 8	Second night for case study presentations Chapter 7: Complete the 6 discussion questions found on page 233-234 before class. Chapter 8: Complete the 5 discussion questions found on page 274 before class. Midterm Exam
6 (April 18, 2019)	- Corporate Level Strategy: Integration and Diversification	- Chapters 9 & 10	Third night for case study presentations Chapter 9: Complete the 5 discussion questions found on page 306 before class. Chapter 10: Complete the 4 discussion questions found on page 344 before class.
7 (April 25, 2019)	- Corporate Governance, Social Responsibility, and Ethics	- Chapter 11	Fourth night for case study presentations Chapter 11: Complete the 4 discussion questions found on page 381 before class. Turn in Case Study 3 (Microsoft)
8 (May 2, 2019)	- Implementation and Review	- Chapter 12	Chapter 12: Complete the first 4 discussion questions found on page 421 before class.- Final Exam

Assignment Due Dates:

See the course outline and the detailed instructions in the course site.

Post-Class Assignment:

There will not be a post-assignment for this class.

Student Involvement Hours:

- Reading - 40 hours
- Case Assignments. 10 hours
- Oral Presentation Prep: 10 hours
- Participation in Class Discussions: 36 Hours

VII. CRITERIA FOR EVALUATION

Course assignments and points are listed as follows:

Category	Points
Case Study (2 at 100 points for each case)	200 points
Oral Presentation	100 points
Class Participation (Active and scholarly participation throughout the course)	100 points
Midterm Exam	200 points
Final Exam	200 points
Total	800 points

Grading Scale:

Final semester grade is on a percentage scale (points earned / total points) as follows:

Graduate	
94-100	A
90-93	A-
87-89	B+
84-86	B
80-83	B-
77-79	C+
74-76	C
<74	E

Check your grades and feedback under "My Grades" on the left menu periodically throughout the course.

Late Assignments:

Late assignments will be penalized 20% per day.

Make-ups and Rewrites:

There will be no rewrites for this class. Make-ups have to be for extraordinary reasons and will be at the discretion of the professor. For example, a good reason is if you fall out of a moving plane at 35,000 feet.

VIII. EXPECTATIONS

Attendance and Participation:

- Attendance is strongly encouraged for all classes.
- Class Participation will be more fully explained the first night of class. Suffice it to say here that active and scholarly participation, rather than actively taking up space in the classroom silently, will be rewarded with participation points.

Academic Integrity:

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (<https://bulletins.cmich.edu/>).

Student Rights and Responsibilities:

Each member of the Central Michigan University community assumes an obligation regarding self-conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at <https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx>.

IX. SUPPORT SERVICES AND OTHER REQUIREMENTS

CMU Library

CMU offers you a variety of library services. Don't hesitate to avail yourselves of the many fine services the library offers you. It is expected that students will be using the library for references purposes in order to complete their oral presentations and research paper. If you feel the library will have to order material through inter-library loan, be sure to give them adequate time to meet your schedule.

Writing Center

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit <http://webs.cmich.edu/writingcenter/>

ADA

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities, and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact the Student Disability Services office in Park Library 120, telephone (989) 774-3018 and TTY (989) 774-2568 or sds@cmich.edu. Please see additional ADA information and forms at <https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx>

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

X. BIBLIOGRAPHY

- Allison, M. & Kaye, J. (2005). *Strategic planning for non-profit organizations: A practical guide and workbook* .(2nd.ed.) Hoboken, N.J. Willey.
- Bryson, J.M. (2004). *Strategic planning for public and nonprofit organizations: A guide for strengthening and sustaining organizational achievement*. 3rd. ed., Hoboken, N.J. Wiley.
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- Day, D.V., Zaccaro, S.J & Halpin, S.M. Eds (2004). *Leader development for transforming organizations: Growing leaders for tomorrow*. Mahah, N.J. Larence Erlbaum.
- Dess, Gregory G., Limpkin, G.T., Eisner, Alan B. & McNamara, Gerry (2012). *Strategic management: Text and cases*. 6th ed New York: McGraw-Hill Irwin,.
- Thompson, Arthur A, Peteraf, Margaret, Gamble, John E. & Strickland, III, A.J. (2012) .*Crafting and executing strategy: The quest for competitive advantage*. 18th ed. New York: McGraw-Hill Irwin.
- Timmreck, Thomas C. (2003). *Planning, program development and evaluation*, 2nd ed. Sudbury, MA: Jones and Bartlett Publishers.
- Zuckerman, Alan M (2005). *Healthcare strategic planning*. Chicago: Health Administration Press,