

## CENTRAL MICHIGAN UNIVERSITY

## COURSE SYLLABUS

**Instructor: Dr. Larry F. Ross**

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Office Hours/Availability: MW 9:00-11:00; Th 4:30-5:30 &amp; by appointment



I like to keep an open-door policy while in Rowe. Therefore, feel free to come into my office if the door is open. If my door is closed, please take no offense in that I am probably hiding because I have something essential that I need to complete. (Also, feel free to call or email! I do not bite.)

**Academic Biography:**

Dr. Ross holds a Doctor of Strategic Leadership and Certificate of Advanced Graduate Studies (30 hours above the master's level) in Organizational Leadership from Regent University, Virginia Beach, Virginia. He also has a Master of Arts in Sociology from Southern Illinois University - Edwardsville, Illinois and a Bachelor of Science degree in Liberal Arts from the University of The State of New York, Albany, New York. As an author, Dr. Ross has published a host of articles and four (4) books centered on leadership and sociology. He has extensive experience in conducting research and analysis for publication. Retired U.S. Army military intelligence officer and Federal civilian service, he has held various managerial and executive positions. Assigned to the Master of Science in Administration Degree Program at Central Michigan University, Dr. Ross teaches a host of classes. Dr. Ross has been associated with CMU for 11 years.

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### Identifying Information

**Course:** MSA 603**Course Title:** Strategic Planning for the Administrator**EPN:** 22374196**Term:** Fall II 2019**Location:** MSA Program, Room 229 Rowe Hall**Course Dates:** 10/24 – 12/12/2019**Course Days and Times:** Thursday 5:30-10:20 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. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you before 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/>.

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## Textbooks and Instructional Materials

Hill, C. Schilling, M. A., and Jones, G. R. (2020). *Strategic Management: An Integrated Approach*. (13<sup>th</sup> ed.). Cengage. Boston, MA

<b>MSA 603 ISBN Information</b>
<ul style="list-style-type: none"><li>• Book ISBN 978-0-357-03384-5</li></ul>

Publisher: Cengage

Required: Yes

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## Course Description



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

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## 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.

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## Methodology

**There is a strong expectation that students will attend all classes.** There will be an open discussion surrounding the book questions in the class. Therefore as the syllabus states, please make sure you answer the book questions before coming to class. They will be discussed. The class is paper assignment intensive. Therefore, please make sure that you start right away on the assignments and keep up with due dates. Students will be required to submit 3 case studies, complete two critical analysis papers, and also prepare and submit a strategic plan of an organization of your choice. However, it must be approved by the instructor. The student is also expected to follow all assignment instructions in blackboard.

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## Course Outline/Assignments

The compressed course will begin on Thursday, October 24, and end on Thursday, December 12. Most assignments/tasks are due at the beginning of the class unless otherwise specified or announced.

Always remember that this is just another walk in the park. Therefore, you can do this! Many have done this before you.

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

Week	Topic(s)	Reading(s)	Assignment(s) Due
<b>0</b>	<b>Before October 24 Getting Started!</b>	<b>- Syllabus &amp; Bb Tutorials Chapters 1 &amp; 2</b>	<b>- Pre-class tasks available on the Blackboard course site Chapter 1: Complete the 6 discussion questions found on page 34  Chapter 2: Complete the 4 discussion questions found on page 70.</b>
Week 1 (October 24, 2019)	- Overview & Vision and Mission - External Analysis	<b>Chapters 1 &amp; 2</b>	- Case Study 27 (Proctor and Gamble, C-240) This is the practice case study. Read over, and we will discuss in class.
Week 2 (October 31, 2019)	- Internal Analysis and Competitive Advantage  Functional Strategy and Competitive Advantage	<b>Chapter 3</b>  <b>Chapter 4</b>	Complete the 5 discussion questions found on page 103 before class.  Complete the 4 discussion questions found on page 139 before class

			<p><b>Turn in Case Study 1 (Airborne Express: The Underdog, Case 3 – C38)</b>  <b>- Strategic Plan Paper: Selection of Your Company for approval!</b></p>
<p>Week 3  (November 7, 2019)</p>	<p>Business Level Strategies</p> <p>Business Level Strategies and the Business Environment</p>	<p><b>Chapters 5 &amp; 6</b></p>	<p><b>Turn in Case Study 2 (Uber in 2018, Case 6 – C76)</b></p> <p>Chapter 5: Complete the 5 discussion questions found on page 165 before class.</p> <p>Chapter 6: Complete the 5 discussion questions found on page 196 before class.</p>
<p>Week 4  (November 14 2019)</p>	<p>- Strategy and Technology</p> <p>- Strategy and The Global Environment</p>	<p><b>Chapters 7 &amp; 8</b></p>	<p>Chapter 7: Complete the 4 discussion questions found on page 231 before class.</p> <p>Chapter 8: Complete the 5 discussion questions found on page 271-272 before class.</p> <p><b>MSA 603 Critical Analysis Assignment 1 paper due!</b></p>
<p>Week 5  (November 21, 2018)</p>	<p>- Corporate Level Strategy: Integration and Diversification</p>	<p><b>Chapters 9 &amp; 10</b></p>	<p>Chapter 9: Complete the 6 discussion questions found on page 307 before class.</p> <p>Chapter 10: Complete the 5 discussion questions found on page 345 before class.</p> <p><b>MSA 603 Critical Analysis Assignment 2 paper due!</b></p>
<p>Week 6  (November 28, 2019)</p>			

Week 7 (December 5, 2019)	- Corporate Governance, Social Responsibility, and Ethics	<b>Chapter 11</b>	Chapter 11: Complete the 6 discussion questions found on page 384 before class.  <b>Turn in Case Study 3 (Tesla, Inc., in 2018, Case 15 – C168)</b>
Week 8 (December 12, 2019)	- Implementation and Review	<b>Chapter 12</b>	Chapter 12: Complete the first 6 discussion questions found on page 425 before class.  <b>Strategic Plan Paper due 12/12/2019 @11:59 pm.</b>

**Assignment Due Dates:**

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

**Post-Class Assignment:**

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

**Student Involvement Hours:**

- Reading: 40 hours
- Case Assignments: 15 hours
- Paper Assignments: 35 hours
- Participation in Class Discussion: 24 hours

**Criteria for Evaluation**

**Make it happen!**

**Evaluation:**

Category	Description	Points
<b>Case Study Papers</b>	Three (3) at 100 points each	300
<b>Critical Analysis Papers</b>	Two (2) at 150 points each	300
<b>Strategic Plan Paper</b>		300
<b>Participation</b>		100
	<b>Total</b>	<b>1000 points</b>

**Grading Scale:**

- 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.

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## Expectations

**Attendance and Participation:**

Students are expected to attend all classes sessions for full time. Absences due to personal choice will impact the grade received for the course.

You are expected to participate in the course with me and class members, by reading assigned material(s), supplying comments during discussions in a timely fashion and participating in the assignments. Students are expected to effectively maintain email communication and check the Course Website at levels that ensure timely awareness of courses requirements and expectations - no exceptions. If you have read this far send the instructor an email with the subject line "MSA 603 I have read this far" – this is not a joke request. Make me proud!

Contact the instructor via e-mail if there are any questions if there is a concern that cannot wait. Phone meetings can be arranged as required.

Expect many different instructional methodologies, including technology-based instruction, online discussion forums and presentations, chat sessions, video lectures, and web-based resource access.

Be familiar with the current software protocols for interactive online activities.

Lively discussions make for lively learning. It is expected that students will demonstrate mutual respect to one another during class discussions. Given the passion that surrounds specific administrative issues, care should be taken to stay to the point at hand. Under no circumstances will personal demeaning discourse be acceptable.

**Instructor Responsibilities and Expectations:**

As your instructor, I will serve as your instructional guide, learning partner, and industry resource. My goal is to help students succeed, and I expect that mutual respect, responsibility,

and proactive communications are essential. Throughout this course, I encourage student questions, resource sharing, and course feedback.

Students can expect the following of this instructor:

- 1) Instructor contact information is listed in the course syllabus. You may contact me anytime by email. If a conversation is needed, please note availability and a phone meeting will be arranged at a mutually agreed upon time.
- 2) I will respond to emails within 24 hours on Mondays through Fridays and within 36 hours on the weekend unless there are situations beyond my control, e.g. loss of electrical power.
- 3) Evaluations will be conducted and grades will be posted in a timely manner. All grades will be posted on Blackboard. Feedback and progress notes will be provided on Blackboard with the assignments and/or email as needed.
- 4) Evaluations will be completed for individual assignments within three business days of the deadline unless there are situations beyond my control, e.g., loss of electrical power.
- 5) Discussion board will be evaluated at the end of each week for that week's topic questions. Discussion board grades will be posted by the following Tuesday. The evaluation will be based on the discussion board guidelines and rubric listed above.
- 6) Chat participation will be evaluated and posted within 24 hours of each week's chat session. Students are required to participate in four chat sessions.
- 7) All announcements, including updates, will be posted in the announcement section of Blackboard. All course materials, task lists, updates, supplemental readings, assignments, and related resources will be posted on Blackboard.

### **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>.

**Make me Proud!**

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## **Support Services and other Requirements**

### **Library Services**

CMU offers you a full suite of library services through the University Library. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the library website at <https://www.cmich.edu/library/Pages/default.aspx> for more information.

### **Writing Center**

The CMU Writing Center is a free service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. For additional information and to submit work, visit <https://www.cmich.edu/colleges/chsbs/Centers/WritingCenter/Pages/default.aspx>.

### **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](mailto: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.

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## **Bibliography**

- Allison, M. & Kaye, J. (2005). *Strategic planning for non-profit organizations: A practical guide and workbook*. (2<sup>nd</sup>.ed.) Hoboken, N.J. Willey.
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- David, Fred R. (2013). *Strategic management concepts and cases: A competitive advantage approach*. (14<sup>th</sup> ed.). Boston.
- 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., Limpin, G.T., Eisner, Alan B. & McNamara, Gerry (2012). *Strategic management: Text and cases*. (6<sup>th</sup> 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*. (18<sup>th</sup> ed.). New York: McGraw-Hill Irwin.
- Timmreck, Thomas C. (2003). *Planning, program development and evaluation*, (2<sup>nd</sup> ed.). Sudbury, MA: Jones and Bartlett Publishers.



Zuckerman, Alan M (2005). *Healthcare strategic planning*. Chicago: Health Administration Press, *any innovates*. Boston: Harvard Business School.