



BUS 5117: Strategic Decision Making and Management

Credits: 3

Course Description: Organizations are the sum of multiple moving parts, and the effective manager needs to understand their interrelationships and how to harness this power through the application of quality management skills. Analysis is the foundation of effective problem-solving whether in a start-up or an established multi-national organization. The course covers the fundamentals of strategy theory and when to employ various strategic management tools to develop supportable tactics and optimize the operation and management of an organization. Students delve into case studies that show successful and unsuccessful examples and explore with classmates situations happening in real-time in their worlds. They gain experience identifying problems, evaluating alternative solutions, assessing risks and formulating solutions that put in place the right organizational structures and solutions.

*Proctored assessment in this course for additional verification of student identity. Failure to follow the directions and showing/having your valid government-issued ID within your presentation verified by the Course Instructor will result in failure in the course.

Required Textbook and Materials: UoPeople courses use open educational resources (OER) and other materials specifically donated to the University with free permissions for educational use. Therefore, students are not required to purchase any textbooks or sign up for any websites that have a cost associated with them. The main required textbooks for this course are listed below, and can be readily accessed using the provided links. There may be additional required/recommended readings, supplemental materials, or other resources and websites necessary for lessons; these will be provided for you in the course's General Information and Forums area, and throughout the term via the weekly course Unit areas and the Learning Guides.

- Kennedy, R. (2020). *Strategic management*. Virginia Tech Publishing. This book is licensed under a **Creative Commons by-nc-sa 3.0 Attribution-NonCommercial-ShareAlike** CC BY-NC-SA license. Available online at <https://vtechworks.lib.vt.edu/handle/10919/99282> or for **download the PDF version here**.

Software Requirements/Installation: No special requirements.

Learning Objectives and Outcomes:

By the end of this course students will be able to:

1. Apply analytical skills and problem-solving tools to the analysis of the operations problems.
2. Examine the strategic role of operations management in creating and enhancing a firm's competitive advantages.
3. Evaluate the economic, environmental and social implications of the operations and function in an ethical manner with all the stakeholders of an organization.
4. Explain technology applications that increase efficiency and competitiveness within the operations context.



Course Schedule and Topics: This course will cover the following topics in eight learning sessions, with one Unit per week.

Week 1: Unit 1 - Introduction to Strategic Management

Week 2: Unit 2 - Vision, Mission, and Goals

Week 3: Unit 3 - The External Environment

Week 4: Unit 4 - Strategically Managing Internal Resources

Week 5: Unit 5 - Strategies for Firms

Week 6: Unit 6 - Competition and Cooperation

Week 7: Unit 7 - International Strategy

Week 8: Unit 8 - Corporate and Organization-Wide Strategies

Learning Guide: The following is an outline of how this course will be conducted, with suggested best practices for students.

Unit 1: Introduction to Strategic Management

- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment

Unit 2: Vision, Mission, and Goals

- Peer assess Unit 1 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment

Unit 3: The External Environment

- Peer assess Unit 2 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment

Unit 4: Strategically Managing Internal Resources

- Peer assess Unit 3 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Portfolio Activity



Unit 5: Strategies for Firms

- Peer assess Unit 4 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Respond to the Portfolio Activity

Unit 6: Competition and Cooperation

- Peer assess Unit 5 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment

Unit 7: International Strategy

- Peer assess Unit 6 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Written Assignment
- Begin and participate in the Group Activity

Unit 8: Corporate and Organization-Wide Strategies

- Peer assess Unit 7 Written Assignment
- Read the Learning Guide and Reading Assignments
- Participate in the Discussion Assignment (post, comment, and rate in the Discussion Forum)
- Complete and submit the Group Activity
- Complete and submit the anonymous Course Evaluation

Course Requirements:

Discussion Assignments & Response Posts/Ratings

Some units in this course require that you complete a Discussion Assignment. You are required to develop and post a substantive response to the Discussion Assignment in the Discussion Forum. A substantive response is one that fully answers the question that has been posed by the instructor. In addition, you must extend the discussion by responding to at least three (3) of your peers' postings in the Discussion Forum and by rating their posts. Instructions for proper posting and rating are provided inside the Discussion Forum for each week. Discussion Forums are only active for each current and relevant learning week, so it is not possible to contribute to the forum once the learning week has come to an end. Failure to participate in the Discussion Assignment by posting in the Discussion Forum and responding to peers as required may result in failure of the course.



Written Assignments & Assessment Forms

Most units in this course require that you complete a Written Assignment, which may come in many forms (case study, research paper, etc.). You are required to submit your assignments by the indicated deadlines and, in addition, to peer assess three (3) of your classmates' assignments according to the instructions found in the Assessment Form, which is provided to you during the following week. During this peer assessment period, you are expected to provide details in the feedback section of the Assessment Form, indicating why you awarded the grade that you did to your peer. Please note that each assignment grade is comprised of a combination of your submission (90%) and your peer assessments (10%). Failure to submit Written Assignments and/or Assessment Forms may result in failure of the course.

Group Activities

During this course you will be required to complete work as part of a small group. Group work is an important component of your coursework, as it allows you to deepen relationships with classmates, and gain a more thorough understanding of the topics presented in this course. Further, group work mimics the business environment in which projects are often conducted in small teams across different departments. You will be randomly assigned to your groups and are expected to work with your teammates throughout the term for all group activities.

Portfolio Activities

Portfolio Activities are tools for self-reflection and evaluation within the context of the course. These activities are designed as a means to document and reflect upon your learning process and critical thinking skills. Ideally, you will draw from your experiences inside and outside of the classroom, as well as what you've learned in other courses, to showcase your overall growth and examine ways in which you can continue to develop and sharpen your professional goals. Portfolio Activities will be useful to you as part of your Capstone experience.

Course Forum

The Course Forum is the place to raise issues and questions relating to the course. It is regularly monitored by the instructors, and is a good place to meet fellow students taking the same course. While it is not required to participate in the Course Forum, it is highly recommended.

Course Policies:

Grading Components and Weights

Each graded component of the course will contribute some percentage to the final grading scale, as indicated here:

Discussion Assignments	25%
Written Assignments	50%
Group Activity	15%
Portfolio Activities	5%
Identity Verification Assignment	5%
TOTAL	100%



Grading Scale

This course will follow the standard 100-point grading scale defined by the University of the People, as indicated here:

Letter Grade	Grade Scale	Grade Points
A+	98-100	4.00
A	93-97	4.00
A-	90-92	3.67
B+	88-89	3.33
B	83-87	3.00
B-	80-82	2.67
C+	78-79	2.33
C	73-77	2.00
C-	70-72	0.00
D+	68-69	0.00
D	63-67	0.00
D-	60-62	0.00
F	Under 60	0.00
CR	N/A	N/A
NC	N/A	N/A
NF	N/A	N/A
W	N/A	N/A

Grade Appeal

If you believe that the final grade you received for a course is erroneous, unjust, or unfair, please contact your course instructor. This must be done within seven days of the posted final grade. For more information on this topic, please review the Grade Appeal Procedure in the University Catalog.

Participation

Non-participation is characterized by lack of any assignment submissions, inadequate contributions to the Discussion Forums, and/or lack of peer feedback to Discussion/Written Assignments. Also, please note the following important points about course participation:

- Assignments must be submitted on or before the specified deadline. A course timeline is provided in the course schedule, and the instructor will specify deadlines for each assignment.
- Any student showing non-participation for two weeks (consecutive or non-consecutive) is likely to automatically fail the course.
- Occasionally there may be a legitimate reason for submitting an assignment late. Most of the time, late assignments will not be accepted and there will be no make-up assignments.
- All students are obligated to inform their instructor in advance of any known absences which may result in their non-participation.



Academic Honesty and Integrity

When you submit any work that requires research and writing, it is essential to cite and reference all source material. Failure to properly acknowledge your sources is known as “plagiarism” – which is effectively passing off an individual’s words or ideas as your own. University of the People adheres to a strict policy of academic honesty and integrity. Failure to comply with these guidelines may result in sanctions by the University, including dismissal from the University or course failure. For more information on this topic, please review the Academic Integrity Policy in the University Catalog.

Any materials cited in this course should be referenced using the style guidelines established by the American Psychological Association (APA). The APA format is widely used in colleges and universities across the world and is one of several style and citation formats required for publication in professional and academic journals. Purdue University’s Online Writing LAB (OWL) is a free website that provides excellent information and resources for understanding and using the APA format and style. The OWL website can be accessed here: https://owl.purdue.edu/owl/purdue_owl.html

Code of Conduct

University of the People expects that students conduct themselves in a respectful, collaborative, and honest manner at all times. Harassment, threatening behavior, or deliberate embarrassment of others will not be permitted. Any conduct that interferes with the quality of the educational experience is not allowed and may result in disciplinary action, such as course failure, probation, suspension, or dismissal. For more information on this topic, please review the Code of Conduct Policy in the University Catalog.