**AAIU Spring 2016**

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**Required Text**

David, J. H. and Wheelen, T.L., (2011). *Essential of Strategic Management 5th Ed.* Pearson Int. ISBN-13: 978-0-13-600669-5

**Recommended Text**

Andersen, T.J., (2013). *Short Introduction to Strategic Management*, Cambridge University Press: Cambridge, UK. ISBN 978-1-107-03136-4

**A.**

**Course Description**

The course concerns the study of strategic management that covers topics of mission, goal, strategy formulation, strategy implementation and strategy evaluation. Moreover, this course enlightens strategic techniques that foster competitive advantage of organizations. These techniques include Industry: Analysis, Analysis of the Competitive Environment, Key Success Factors, Strategic Scenario Analysis and SWOT Analysis. Additional topics covered include strategic thinking, competitive advantage, vertical and horizontal integration, and planning horizon. This course introduces basic strategic management terms and organizations` main goals, environment (social, political, technologic, economic and global), industrial and market structure via assigned readings and cases.

**Learning Objectives**

The main objectives of this course is to inform managers how to approach and decide on topics influencing leadership capacity and organizational relations. This course prepares current and prospect managers to focus their knowledge on skills, values and attitudes while they implement strategic management in organizations.

Upon successful completion of this course, the student will be able to:

* Develop a long range planning approach balancing short term and long term goals.
* Learn how to develop and improve organization`s competitive advantage.
* Improve their ability to integrate key functional areas into a unified strategic plan.
* Increase understanding of the impact of changes in the external environments on executive decisions. Learn the importance of changes in economic, technological, government, political and social forces on the formulation of a firm’s strategy.
* Advance skills in identifying key business issues and problems.
* Sharpen capability to make quality, reasoned business decisions.

**Course Requirements**

1) **Session Article Preparation, Presentation, and Discussion**

Since session article preparation and discussion play a critical role in obtaining knowledge and understanding of topics in this course, students are encouraged to read the required readings for each session, and be ready to discuss in depth its essential ideas in the class. Please be ready to present the key messages of the article to the class in a clear and concise way and try to answer the following questions when you do your readings:

What are the main issues raised by the article? What are the research questions of the article? What are the main arguments or findings of the article? Which theoretical perspectives can be applied to organizational situations mentioned in the article?

3) **Term Project**

Students will form groups, and conduct a team project to analyze any public (non profit) organization or private company with the concepts and tools discussed in the course. Please choose some specific organizational issues and apply the concepts developed in the class to make diagnosis, analyses, and give suggestions. If you plan to submit an empirical study the information on organizations can be collected from public data sources, such as data banks of university, from newspapers and magazines, and any other public sources.

Each group will present their Team Projects on the session of **3**rd of **July 2016**. Each team will be given 20 minutes to present their project. For questions and discussion will be given 5-10 minutes for each group.

The written report (article) of the Team Project should be returned on 30th of June 2016 and shouldn’t exceed 20 pages (not including cover page, using Times New Roman, font size 12, double spaced). Please submit the report in **electronic version (go green)**.

3) **Case Analysis Paper**

Students are required to submit a case analysis paper that is going to be distributed in class. Analysis papers will be written individually. Each case will describe some organization, organizational behavior or some organizational issue. Each student is required to write an analysis of the organization or organizational issue and provide recommendations to manage the problem. It is very important that case analysis papers be integrated into your analysis concepts discussed in the sessions and readings.

Your case analysis report should include:

1. The organization`s current evaluation. The external environment and strategic and competitive situation of the organization. However, this evaluation should not be the case highlights and summary of the organization, but your evaluation. It should also include both qualitative and quantitative assessment.
2. Please clearly define alternatives directed for solving problems. This is the most important and most difficult part of the assignment. Search for alternatives should be comprehensive and should comprise both redirection and restructuring. Make sure you write down very detailed suggestions.

NOTE: Students are always responsible for weekly reading assignments listed in this syllabus after coming to class. Notes distributed in class and textbook material are to be read before the class lecture in which the topics were discussed.

**Grading Criteria**

-Session Article Preparation, Presentation, and Discussion **20 %**

-Article Critique **20%**

-Term Project **40 %**

-Case Analysis **20 %**

**Attendance Policy**

Attendance is important to stay on top of class material and homework assignments. Students are encouraged to come to class, but are left with the responsibility of managing their own attendance. Attendance will be taken for the purpose of explaining poor performance should the need arise.

**Evaluation Policy**

Students will be allowed to make-up an exam or submit homework or other assignments beyond a deadline only with written documentation (e.g., doctor’s letter) for extenuating circumstances covered under IAAU policy.

**Caveat**

The instructor reserves the right to change the schedule, assignments, and/or evaluation criteria throughout the semester. Any changes will be announced to the class with sufficient notice to prepare for the changes. It is your responsibility to keep informed about discussion topics and assignments. If in doubt, check with your instructor.

**B.**

**Tentative Agenda**

***Topic*** ***Assigned Reading*** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Week 1: Introduction to Strategic Management: Terms and Concepts**

Read ……………….. text **Chapter 1**

Venkatraman, N. and Camillus, J.C. (1984). Exploring the Concept of “Fit” in Strategic Management. *Academy of Management Review*, 9:3, pp. 513–525.

**Week 2: Strategic Management (SM) Process and Components**

Read ……………. text **Chapter 2**

Miles, R.E., Snow, C.C., Meyer, A.D. and Coleman, H.J. Jr, (1978). Organizational Strategy, Structure, and Process. Source: *The Academy of Management Review*, 3 (3) pp. 546-562

Knight, D., Pearce, C.L., Smith, K.G., Olian, J.D., Sims, H.P., Smith, K.N. and Flood, P. (1999). *Strategic Management Journal Strategic Management Journal*, 20, pp. 445–465

**Week 3: External Environment Analysis**

Read ……………. text **Chapter 3**

Oldham, Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.

**Week 4: Business Analysis**

Read ………………. text **Chapter 4**

Tan, Y., (2012). Process of Chinese Career Starters Adapting to Their Work: The Differentiated Roles of Proactive and Reactive Organizational Socialization. *European Journal of Business and Management*, 4 (7), 108- 121.

Schutte, N. S., Malouf, J. M., Simunek, M., McKenley, J. & Hollander, S., (2002). Characteristic emotional intelligence and emotional well being. *Cognition & Emotion,* 16 (6), pp. 769-785.

**Week 5: Measurement of Environmental Elements and Status Determination**

Read ………………. text **Chapter 5**

Frederick, S., (2005). Cognitive Reflection and Decision Making. *Journal of Economic Perspectives*, 19 (4), pp. 25–42

**Week 6: Strategic guidance**

Read …………..text **Chapter 6**

Boudreau, J. W., Boswell, W. R., & Judge, T. A. (2001). Effects of personality on executive career success in the United States and Europe. *Journal of Vocational Behavior,* 58(1), 53-81.

Judge, T. A., Bono, J. E., Ilies, R. and Gerhardt, M. W.,(2002). Personality and

**Week 7: Basic Strategy and Subgroups**

Read …………..text **Chapter 7**

Gosling, S. D. Rentfrow, P. J. and Swann Jr, W. B., (2003). A very brief measure of the Big-Five personality domains. *Journal of Research in Personality*, 37, pp. 504–528.

Luthans, F. and Youssef, C., (2007). Emerging Positive Organizational Behavior. *Leadership İnstitute Faculty Publications*, 6 (1), pp. 321-249.

**Week 8: Senior Management Strategies;**

Read …………………. text **Chapter 8**

Kelley, H. H. and Michela, J. L., (1980). Attribution Theory and Research. *Ann. Rev. Psychology*, 31, pp. 457-501.

Ryan, R. M. and Deci, E. L., (2000). Self-determination Theory and the Facilitation of İntrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55 (1), pp. 68-78. (Google it).

**Week 9: Business Management Strategies**

Read …………………. text **Chapter 9**

Greenberg, J., (1987). A Taxonomy of Organizational Justice Theories. *Academy of Management Review*, 12 (1), pp. 9-22.

**Week 10: Functional Strategies**

Read ………………….. text **Chapter 10**

Wickström G. and Bendix, T., (2000). The "Hawthorne effect" - What Did the Original Hawthorne Studies Actually Show? *Scandinavian Journal of Work, Environ and Health*, 26(4), pp. 363-367.

Driskell, J. E. and Salas, E., (1991). Group Decision Making Under Stress. *Journal of Applied Psychology*, 76 (3), pp. 473-478.

**Week 11: International Strategies**

Read ………………….. text **Chapter 11**

Bennett, R. J. and Robinson, S. L., (2000). Development of a Measure of Workplace Deviance. *Journal of Applied Psychology*, 85 (3), pp. 349-360.

Goodman, P. S., Ravlin, E. C., & Schminke, M. (1987). Understanding groups in organizations. *Carnegie Mellon University Research Showcase*

**Week 12: Techniques in Management Strategy**

Read …………….. text **Chapter 12**

Jones, E., Watson, B., Gardner, J. and Gallois, C., (2004). Organizational communication: Challenges for the new century. *Journal of Communication*, 54, 722–750.

**Week 13: Implementation of Strategy 1-2**

Read …………….. text **Chapters 13-14**

Lammers, J. C. and Barbour, J. B., (2006). An Institutional Theory of Organizational Communication. *Communication Theory*, 16, 356–377.

Yates, J. and Orlikowski,W. J., (1992). Genres of Organizational Communication: A Structurational Approach to Studying Communication and Media. *Academy of Management Review*, 17(2), pp. 299–326.

**Week 14: Strategic Assessment and Control**

Read ………………. text **Chapter 15**

Brass, D. and Krackhardt, D. M. *Power, Politics, and Social Networks in Organizations*, in David M. Ferris, G. R., Russ, G.S. and Fandt, P. M., (1989).

Krackhardt, D. 1990. Assessing the political landscape: Structure, cognition, and power in organizations. *Administrative Science Quarterly*, 35, pp. 342-369.

Coopey, J. (1995). The learning organization, power, politics and ideology introduction. *Management Learning*, 26(2), 193-213.

**C.**

**CLASS SCHEDULE**

**Weekly Schedule/Assignment**

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| --- | --- | --- |
| **Week/Date** | **Session/Topic** | **Assignment**  **(Turn in the beginning of class session)** |
| 1  Mar. 5 | Introduction to Strategic Management: Terms and Concepts | Read the Chapter 1 and assigned articles |
| 2  Mar. 12 | SM Process and Components | Read the Chapter 2 and assigned articles;  **Form your groups on your term project and decide on topic** |
| 3  Mar. 19 | External Environment Analysis | Read the Chapter 3 and assigned articles;  Case 1 is assigned; |
| 4  Mar. 26 | Business Analysis | Read the Chapter 4 and assigned articles |
| 5  Apr. 2 | Measurement of Environmental Elements and Status Determination | Read the Chapter 5 and assigned articles |
| 6  Apr. 9 | Strategic guidance | Read the Chapter 6 and assigned articles;  **Case Analysis Paper 1 is due** |
| 7  Apr. 16 | Basic Strategy and Subgroups | Read the Chapter 8 and assigned articles;  **Please submit draft of your term project** |
| 8  Apr. 23 | Senior Management Strategies | Read the Chapter 9 and assigned articles;  Case 2 is assigned |
| 9  Apr. 30 | Business Management Strategies | Read the Chapter 10 and assigned articles |
| 10  May 7 | Functional Strategies | Read the Chapter 11 and assigned articles |
| 11  May 14 | International Strategies | Read the Chapter 12 and assigned articles;  **Case Analysis Paper 2 is due** |
| 12  May 21 | Techniques in Management Strategy | Read the Chapter 13 and assigned articles;  **Submit your term project** |
| 13  May 28 | Implementation of Strategy 1-2 | Read the Chapter 14 and assigned articles;  Case 2 is assigned |
| 14  Jun. 4 | Strategic Assessment and Control | Read the Chapters 15-16 and assigned articles; |