

Course: MGMT 6033 Managing the Strategy Process

Credits: 2 credits

Prerequisites: MBA 6300

Objectives

Although a great deal is known about strategy formulation and planning, many strategic plans fail to achieve their full potential due to problems and issues surrounding strategy implementation and execution. Therefore, in order to address these issues, this course will focus on strategy implementation, as well as highlight the decisions, actions and conditions that facilitate the successful attainment of strategic goals.

In addition, due to the fact that many managers face high-stake challenges in their roles as shapers and implementers of strategy, we will adopt the perspective of the general manager. In doing so, we will focus on ensuring the long-term strategic success of the organization, the proper positioning of the firm, articulating the vision, and creating a culture designed to achieve competitive advantages.

Finally, because strategic management is not easily dichotomized into strategy formulation and strategy implementation categories, we will not study it as such. Rather, we shall use an 'Organizational- Process-Leadership' approach in order to examine how successful strategy is shaped, how it can be implemented, and how leaders must continually renew the strategy and organization to meet ongoing competitive challenges.

Learning Outcomes

1. To develop an understanding of strategy implementation in complex organizations.
2. Identify the organizational levers that can be used to implement organizational strategies.
3. Develop leadership skills designed to embrace change.
4. To understand how organizational context and managerial decisions are interdependent and critical to the successful execution of strategy.
5. To develop awareness and sensitivity to the process of resource allocation, influence, and change.

Administration, Organization, and Evaluation

To meet class objectives, the following instructional techniques will be emphasized: reading and preparation, case studies, class discussions, and lectures. Readings and classroom discussions will be utilized to provide baseline understanding of the theoretical applications presented and the integration of important variables utilized in the analysis of strategy implementation within an organization. Furthermore, limited lecture time shall serve as supplements to the required readings.