

Faculty of Service Industries

Prince of Songkla University, Phuket Campus

Course Syllabus

Strategic Management

Subject Credit: 3 (3 – 0 – 0)

Prerequisites: None

Course Description:

This subject examines concepts and practical issues in strategic management. Processes dealing with environmental scanning, strategy formulation, strategy implementation, and evaluation and control. Discussions of different levels of strategic management in the hospitality and tourism industries, corporate and business strategy, and functional strategy. Assessments of both macro- and micro-environmental influences on businesses in the hospitality and tourism industries, and the key issues in development and implementation of company strategies.

Learning Objectives:

1. Provide an understanding and appreciation in the area of strategic management including its terminology and concepts. Moreover, the course provides application of strategic management theories through various industrial cases.
2. The synthesis, integration and incorporation of previous studies in operations, marketing, accounting, finance and personnel related courses provide the base for intended learning.
3. The course provides all students an opportunity to improve communication skills including writing, oral discussion through a variety of class activities.
4. Develop a framework of analysis to enable the students to identify central issues and problems in complex, comprehensive situations at different levels (Small Business, Entrepreneurship and Ethics, Business level and Corporate level) to suggest alternative courses of action, and to present well supported detailed recommendations for future actions.
5. Develop a better understanding of the present and future environments, including international settings, in which businesses must operate.

Note:

This course is intended to foster new knowledge about strategic theory. The course is also a base for students to integrate and apply knowledge previously acquired from both work experience and in the classroom to the strategic issues related to business organizations in international settings.

The degree to which a student learns from this course depends on his/her class PREPARATION and PARTICIPATION in class and as a TEAM MEMBER.

Upon Completion of this Course, Students will:

- A. *Understand theory and best practices in:*
- the concept of strategy
 - the functional options of strategy
 - the management of strategy
- B. *Be able to Apply a Model and Framework in a Business and Competitive Context including:*
- Corporate strategy: alignment of vision, mission, and strategy
 - Value Chain strategy: integration of people, knowledge, IT and strategic capability
 - Sustainable strategy: mobilization and measurement of people and performance

Lecturer's Contact Details:

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Course Outline / Weekly Assignments:

Date	Topics	Readings / Homework
Week 1	Introduction to the course outline, Policies, and Rules and to the HOTS simulation game	
Week 2	Basic Concepts of Strategic Management	Chapter 1
Week 3	Corporate Governance	Chapter 2 Teams for the term paper are formed and topic selected.
Week 4	Ethics and Social Responsibility in Strategic Management	Chapter 3
Week 5	Environmental Scanning and Industry Analysis	Chapter 4
Week 6	Internal Scanning: Organizational Analysis	Chapter 5
Week 7	Strategy Formulation: Situation Analysis and Business Strategy	Chapter 6
Week 8	Strategy Formulation: Corporate Strategy	Chapter 7
Week 9	Strategy Formulation: Functional Strategy and Strategic Choice	Chapter 8
Week 10	Strategy Implementation: Organizing for Action	Chapter 9
Week 11	Strategy Implementation: Staffing and Directing	Chapter 10
Week 12	Evaluation and Control	Chapter 11
Week 13	Strategic Issues in Managing Technology and Innovation	Chapter 12
Week 14	Strategic Issues in Entrepreneurial Ventures and Small Business	Chapter 13

Assessment Details:

Assessment Structure

Items	Value	Due Date	Remarks
Quizzes	20	A quiz for each chapter will be given in class throughout the semester.	Only 10 highest scores will be taken into account.
HOTS Simulation Game	30	Starts on the second week of class; students, working in teams to manage a hotel in the HOTS simulation Game. They will be assessed on the hotel's performance in a typical shareholder's perspective e.g. ROI, Retained Earnings and etc.	At the end of 5 years, team(s) that has the combination of "Cash" and "Retained Earnings" in excess of \$45 millions will get 100% for the team score. Other teams will be assessed according to their performance. However, the individual score for each team member is subjected to the peer evaluation result.
Term Paper	20	The paper must be submitted on Friday, one week prior to the final examination.	Student, working in a different team, will select a corporation of interest e.g. hotels, cruise lines, or aviation companies and write a report of its strategic Management. Examples of questions are: How the corporation manages its strategies? What are keys for successful strategic moves? The write-up must NOT be longer than 8 pages with 1.5 line spacing, Times New Roman size 12, with an inch margin on each side. Use APA referencing style!
Final Examination	30	Final examination will be arranged on the Final Exam weeks	A closed-book examination. Proper student uniform, and students' ID card are required.

Hints:

- (1) For the term paper; if you are preparing figures, treat them as exhibit at the back, and all of the exhibits must be referred to and discussed.
- (2) Keep all of your works short, sharp, straight to the point. This is a good chance to bring to the table what you have learned in your previous courses.
- (3) Choose your team members carefully. Keep a close look on the performance of your team members because you will have to evaluate them!

Grading Criteria

<i>Marks</i>	<i>Grades</i>
81 and above	A
76 – 80	B+
71 – 75	B
66 – 70	C+
61 – 65	C
56 – 60	D+
51 – 55	D
50 and below	E

Policies:

- (1) **Late Submission:** Late submission will NOT be accepted.
- (2) **Plagiarism:** If you engage in any act of academic dishonesty related to this class, you will receive a failing grade (0) for that particular piece of work, and a failing grade (E) for the course in case of examination.
- (3) **PSU Uniform:** All student must properly wear PSU uniform when attend the class, eg. no jeans and slippers. Expect to be asked to leave the classroom should you show up otherwise!
- (4) **Attendance:** The University's 80% attendance policy is STRICTLY upheld! Students with less than 80% attendance will not be eligible for the assessment and will automatic get "E" for the course.
- (5) **Communication Devices:** All communication devices must be TURNED OFF or kept silence.

Prescribed textbook:

Strategic Management and Business Policy, Wheelen and Hunger, 10 Edition, Addison-Wesley, 2002, ISBN 0-13-065131-1