

Lecturer	Bruce A. Kibler, PhD
Semester of Academic Year	

Module name	Strategic Management
Language of Instruction	English
Prerequisites	Basic business and or economic courses
Description	<p>Strategic Management is a holistic and methodical way to investigate, analyze and prepare decision making for business. This course will cast a wide net encompassing historical, philosophical, sociological, economic, environmental and policy aspects of decision making and institutional development. Additionally, this course is designed to give two somewhat antithetical approaches to this process, i.e., the analysis according to the accepted Anglo-Saxon approach of maximization of shareholder wealth contrasted against a more stakeholder-oriented perspective. Even within a business decision making must be holistic in nature, i.e., there are no such things as just marketing decisions, or just financial decisions, decisions in each realm of business affect the others, so it is also with business and society and the environment. This course is designed to integrate philosophy, theology, sociology, political science, history, the environment and technology into a holistic view of the world as it pertains to success and decision making in business,</p>
Teaching Method	Predominantly lecture and discussion perhaps some video materials. The instructor is well versed in the socratic method of teaching even under the auspices of the modern student.
Reading list	Uploaded articles
Website	
Educational outcomes verification methods	15+ page research paper and presentation
Comments	
Educational outcomes	<p>Knowledge: Strategic process and analysis, Systems thinking</p> <p>Skills: Research, Critical Analysis, Decision Making</p> <p>Attitudes: Complexity</p>
List of topics	<p>The strategic planning process Institutions and structures historical developments Western institutions of global development (IMF, WB, WTO) and the results of free trade doctrine vs. Infant Industry The external environment</p>

	<p>The internal environment</p> <p>Philosophy and history of economics – Political Economy</p> <p>Effects of maximization of shareholder wealth – The .....dilemma</p> <p>Geopolitics, Industrial politics, BRI vs Western Institutional approach</p>
Assessment methods	<p>Attendance</p> <p>Participation/Engagement (i.e., if I know your name, you're probably doing okay here).</p> <p>Written paper describing and critically analyzing one of the following industries or industry players on a global scale (includes operations, supply chain, logistics, human, social, (geo)political and environmental impacts):</p> <ul style="list-style-type: none"> <li>• Oil</li> <li>• Gas</li> <li>• Plastics</li> <li>• Agriculture <ul style="list-style-type: none"> <li>○ Herbicides</li> <li>○ Pesticides</li> <li>○ Fertilizers</li> </ul> </li> <li>• Pharmaceuticals</li> <li>• Automotive</li> <li>• Concrete</li> <li>• Steel</li> <li>• Healthcare</li> <li>• Education</li> <li>• Infrastructure <ul style="list-style-type: none"> <li>○ Bridges, roads, trains, electricity, water, sewer, communications, and etc.</li> <li>○ Here one of the most fascinating aspects is the process of financialization, i.e., the West (predominantly USA) eliminating assets from their balance sheets (outsourcing etc.) to increase profits at the cost of lost jobs and lower infrastructure spending in the US, creating a huge deficit in skill and ability for the economy to survive on its own without huge deficit spending and personal debt.</li> </ul> </li> </ul> <p>Papers are to be written in teams of up to 4 members. Each paper must be 10 pages minimum for a single author, and an additional 5 pages for each additional author/Team member, with a maximum of 25 pages (not including bibliography).</p> <p>Formatting required is Times New Roman 12 point font, 1.5 line spacing, fully justified text and in text citations.</p> <p>Thesis – Executive Summary – Market - Business Model/Value Chain – differentiation amongst players utilizing Value Chain</p>

	analysis – critical analysis of operations (heavy emphasis on risk identification/analysis and mitigation, including geopolitical aspects), human and environmental impact (best is using the UN Sustainability Development Goals – SDGs) – Conclusion based on research. The conclusion should contain specifics on how the industry should change to accommodate the new realities of our world.
	Introduction – Expectations and discussion of Required Paper – Readings – Introduction to Strategy
	<b>Further detail in strategy</b>
	External Environment and Internal Environment – Evolution of our Western System – Shareholder structure, Property rights etc.
	Strategic Process – Historical and Developmental Processes
	Economic Belief Systems and their impacts – Capitalism, Democracy, Corporate Governance, Socialism Communism & Religion and Institutional Theory, Growth as a maxim.
	Market Strategies – local, regional, international, Global
	Circular Economy, Lifecycle Analysis, Scarcity of Resources, Nation States and their meaning.
	Each Team will take 20 minutes to present the findings of their research to the group in a presentation discussion style forum, i.e., 15 minutes present 5-10 minutes of discussion and question.