

Strategy (STRT)

STRT 4301. Strategic Analysis and Decision Making. 4 Hours.

Examines key components of strategic decision making in-depth. Strategic decision making involves solving complex business problems to achieve company objectives within a competitive context. Topics covered include understanding the competitive environment, managing uncertainty, identifying and evaluating resource allocation alternatives, and creating action plans to implement strategic decisions. Emphasizes critical thinking and making decisions with incomplete information in a competitive environment.

STRT 4501. Strategy in Action. 4 Hours.

Provides for the integration and application of administrative theory, knowledge, skills, and experiences for effective strategic performance in an organization. Offers students an opportunity to acquire a better understanding of the relevance and limitations of business and management concepts and techniques when making and implementing strategic decisions.

STRT 4516. External Case Competition Challenge. 4 Hours.

Covers integration and application of theory, knowledge, skills, and experiences for effective strategic performance in an organization. Offers students an opportunity to develop strong analytical, critical-thinking, team-building, and presentation skills to prepare them for addressing business problems strategically and to present their analysis and solutions effectively, both orally and in writing. A key element of this course is participation in external case competitions.

STRT 6200. Strategic Decision Making in a Changing Environment. 3 Hours.

Focuses on strategy development and implementation for a line of business and for the corporation as a whole by adopting a top management perspective. Beginning with developing a mission statement and goals for the firm, focuses on environmental scanning, incorporating economic, technological, sociopolitical, and legal trends in conducting industry analysis, thus assessing opportunities and threats and the firm's capabilities before formulating strategy that represents a fit between the environment and the firm. Discusses how to develop competitive advantage and assess competitive positioning, and studies how organizational structure and systems contribute to implementing strategy. Stresses the role of leadership and motivation before moving on to feedback mechanisms to assess success in strategy implementation, leading to revision of strategic plans as needed.

STRT 6208. Strategic Decisions for Growth. 3 Hours.

Focuses on developing and implementing long-term strategy for businesses. Examines how businesses grow in the context of the external environment. Environmental, macroeconomic, and competitive analysis; industry structure analysis; and an evaluation of current and future resources available to a firm together help determine strategy choices in a world characterized by alliances, outsourcing, and mergers and acquisitions. Leadership, organizational structure, business processes, the quality of human capital, corporate social responsibility, and reward systems all affect strategy implementation. Measurement and control systems help determine strategic plan achievement and create a feedback loop for revising strategic plans for future periods. Requires prior completion of 25 semester hours of MBA core curriculum; open to finance students.

STRT 6210. Workforce Metrics and Analytics. 3 Hours.

Introduces how to measure and manage a workforce strategically, including (1) identifying the strategic work that is truly necessary to execute firm strategy; (2) investing in differentiated management systems that support that work; and (3) designing and implementing targeted measurement systems, such as human resources function and workforce scorecards, designed to help to hold line managers accountable for strategic talent. Emphasizes helping students move from a focus on levels associated with a particular workforce attribute (e.g., what is our cost per hire?) to understanding the impact of the workforce on business-level outcomes (e.g., how might an increase in the quality of our project managers affect new product cycle time?).

STRT 6220. Strategic Management for Healthcare Organizations. 3 Hours.

Offers students an opportunity to understand general business strategy concepts as they relate to the healthcare industry. Explores how to analyze market opportunities and challenges as they apply to various healthcare organizations, such as hospitals, physician organizations, and nursing homes. Presents and discusses analytical frameworks for making strategic decisions, drawing on different disciplines, including economics, management, and psychology. Strategic issues include mergers and acquisitions, vertical integration, joint ventures and alliances, performance-control systems, and organizational design.

STRT 6318. Strategic Planning for the Future. 2 Hours.

Provides the fundamental concepts for understanding and managing strategy in a competitive context. Focuses on analysis, critical thinking, and making strategic decisions. Discusses the analytical tools to understand the industry and firm context. Explores the design and execution of strategies to compete successfully. Investigates the strategic changes involved as firms grow and expand into new businesses and geographic markets.

STRT 6962. Elective. 1-4 Hours.

Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

STRT 7976. Directed Study. 1-4 Hours.

Offers independent work under the direction of members of the department on chosen topics. May be repeated once.