



**COWLEY COLLEGE
& Area Vocational Technical School**

COURSE PROCEDURE FOR

**STRATEGIC LEADERSHIP
LED1455 3 Credit Hours**

Student Level:

This course is open to students on the college level in either the freshman or sophomore year.

Catalog Description:

LED1455 - STRATEGIC LEADERSHIP (3 hrs)

This course is designed to help the student increase his/her knowledge concerning strategic management and leadership theories that would be beneficial to any leader. Upon completion of the course, the student will be able to describe strategic leadership, the nature of competitive advantage, business and corporate level strategy, and implementing strategy.

Prerequisite:

None.

Controlling Purpose:

This course is designed to help the student increase his/her knowledge concerning strategic management and leadership theories that would be beneficial to any leader.

Learner Outcomes:

Upon completion of the course, the student will be able to describe strategic leadership, the nature of competitive advantage, business and corporate level strategy, and implementing strategy.

Units Outcomes and Criterion Based Evaluation Key for Core Content:

The following defines the minimum core content not including the final examination period. Instructors may add other content as time allows.

Evaluation Key:

- A = All major and minor goals have been achieved and the achievement level is considerably above the minimum required for doing more advanced work in the same field.
- B = All major goals have been achieved, but the student has failed to achieve some of the less important goals. However, the student has progressed to the point where the goals of work at the next level can be easily achieved.
- C = All major goals have been achieved, but many of the minor goals have not been achieved. In this grade range, the minimum level of proficiency represents a person

who has achieved the major goals to the minimum amount of preparation necessary for taking more advanced work in the same field, but without any major handicap of inadequacy in his background.

- D = A few of the major goals have been achieved, but the student's achievement is so limited that he is not well prepared to work at a more advanced level in the same field.
- F = Failing, will be computed in GPA and hours attempted.
- N = No instruction or training in this area.

UNIT 1: INTRODUCTION TO STRATEGIC LEADERSHIP

Outcomes: The student will gain an understanding of the basic concepts of strategic leadership.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Define strategic leadership and competitive advantage.
						Describe why some organizations exhibit superior performance.
						Differentiate between corporate-level, business-level, and functional-level managers.
						Describe how to utilize external and internal organizational analysis processes.
						Define and utilize a SWOT analysis.
						Describe and differentiate the mission, vision, values, and goals of an organization.
						Describe the importance of the articulation of an organization's business model.
						Briefly describe Porter's Five Forces Model.
						Describe the macroenvironment, and what impact it has on strategic leadership.

UNIT 2: THE NATURE OF COMPETITIVE ADVANTAGE

Outcomes: The student will study competitive advantage, and how it can be achieved by an organization.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Define the impact of competitive advantage on value creation and profitability.

						Describe how differentiation and cost structure affect competitive advantage.
						Briefly describe how an organization can avoid failure and sustain competitive advantage.
						List and describe the building blocks of competitive advantage.
						Describe how barriers to imitation, the capability of competitors, and the general dynamism of an industry impact the durability of competitive advantage.
						Briefly describe economies of scale.
						Describe how superior reliability, innovation and responsiveness to customers can be achieved through functional level strategies.

UNIT 3: BUSINESS AND CORPORATE LEVEL STRATEGY

Outcomes: Students will gain an overview of business and corporate level strategy utilized to gain and maintain competitive advantage.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Define the relationship between competitive positioning and the business model.
						Describe how cost leadership may impact competitive advantage.
						Describe the dynamics of competitive positioning.
						List and describe strategies that fragmented industries may use to obtain competitive advantage.
						List and describe several factors that affect market growth rates.
						Define strategies that may be used in mature industries.
						Define strategies that may be used in declining industries.

UNIT 4: IMPLEMENTING STRATEGY

Outcomes: The student will gain an understanding of the implementation of strategy by an organization.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:

						Describe ethical issues related to strategy implementation.
						Define the agency theory.
						List and describe strategic control systems.
						Describe the implementation of cost leadership, differentiation, and increased customer responsiveness.
						Describe the management of corporate strategy through the multidivisional organization.
						Describe the impact of information technology, the Internet, and outsourcing on strategy implementation.

Projects Required:

Projects may vary according to the instructor.

Textbook:

Contact Bookstore for current textbook.

Materials/Equipment Required:

Computers and printers.

Internet.

Attendance Policy:

Students should adhere to the attendance policy outlined by the instructor in the course syllabus.

Grading Policy:

The grading policy will be outlined by the instructor in the course syllabus.

Maximum class size:

Based on classroom occupancy

Course Timeframe:

The U.S. Department of Education, Higher Learning Commission and the Kansas Board of Regents define credit hour and have specific regulations that the college must follow when developing, teaching and assessing the educational aspects of the college. A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work for approximately fifteen weeks for one semester hour of credit or an equivalent amount of work over a different amount of time. The number of semester hours of credit allowed for each distance education or blended hybrid courses shall be assigned by the college based on the amount of time needed to achieve the same course outcomes in a purely face-to-face format.

Refer to the following policies:

[402.00 Academic Code of Conduct](#)

[263.00 Student Appeal of Course Grades](#)

[403.00 Student Code of Conduct](#)

Disability Services Program:

Cowley College, in recognition of state and federal laws, will accommodate a student with a documented disability. If a student has a disability which may impact work in this class and which requires accommodations, contact the Disability Services Coordinator.