

Course Outline

Department of Management
School of Business and Economics

BUSN 6080/1-3
Strategic Management (3,0,0)

Calendar Description

Students examine the role of senior management in developing and implementing corporate strategy in a global context. They learn to analyze the firm's external and internal environment to identify and create competitive advantage as well as to formulate, implement and evaluate cross-functional decisions that directly affect the ability of an organization to achieve its stated objectives. Topics include an introduction to strategic management, measures of firm performance, analysis of the external environment, analysis of the internal environment, business-level strategy, corporate-level strategy, acquisition and restructuring strategies, international strategies, corporate governance, organizational structures and controls, strategic leadership, and corporate social responsibility and ethics.

Educational Objectives/Outcomes

After completing this course, students should be able to:

1. Explain the need for strategic planning in organizations.
2. Analyze a firm's external environment and gather input for strategy development by identifying opportunities and threats.
3. Analyze a firm's internal environment and identify firm's strengths and weaknesses.
4. Develop effective business-level strategies.
5. Describe competitive dynamics in an industry.
6. Develop effective corporate-level strategies.
7. Use acquisition and restructuring strategies for a firm's growth and competitive advantage.
8. Develop effective international strategies.
9. Explain the importance of corporate governance in implementing strategies effectively.
10. Design effective organizational structures and controls for successful strategy

implementation.

11. Identify the functions of strategic leaders and top management teams.

12. Discuss how entrepreneurial processes are important to a corporations' long-term sustainability.

Prerequisites

Completion of all other MBA Core courses

Co-requisites

Texts/Materials

Textbook

Hitt, Ireland, and Hoskisson. (2013). *Strategic Management: Competiveness and Globalization: Concepts and Cases* (11th ed.). Stamford, Connecticut: Cengage Learning.

RECOMMENDED COLLATERAL READING: BOOKS & MATERIALS

Dess, Lumpkin, Eisner, and Perids, *Strategic Management Creating Competitive Advantages*, Third Canadian Edition, McGraw Hill, 2012.

Masson A. Carpenter and William Gerard Sanders, *Strategic Management A Dynamic Perspective: Concepts and Cases*, 2nd Edition, Pearson, 2009.

John A. Pearce and Richard B. Robinson, *Strategic Management: Formulation, Implementation and Control*, 11th Edition, McGraw-Hill, New York, 2009.

Arthur A. Thompson, A.J. Strickland and John E. Gamble, *Crafting and Executing Strategy: The Quest for Competitive Advantage*, 16th Edition, McGraw-Hill Irwin, New York, 2008.

Barney and Hesterly, *Strategic Management and Competitive advantage, Concepts and cases*, 2nd Edition, Pearson, 2008

Dess, G. Gregory and Lumpkin, G.T. *Strategic Management: Creating Competitive Advantages*, 2nd Edition, McGraw-Hill Irwin, New York, 2005.

Fitzroy, Peter and James Hulbert, *Strategic Management: Creating Value in Turbulent Times*, John Wiley & Sons, Inc. 2005

Parthasarathy, Fundamentals of Strategic management, Haughton Mifflin, Boston, 2007.

Charles L Hill and Gareth R Jones, Cases in Strategic Management, Haughton Mifflin, Boston, 2001.

Michael E. Porter, Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, 1985.

RECOMMENDED COLLATERAL READING: JOURNALS & MAGAZINES

Strategic Management Journal (Strategic Management Society)

Harvard Business Review (HBR Press)

California Management Review (UC Berkeley)

Sloan Management Review (MIT)

International Journal of Applied Strategic Management (Sheffield Hallam University)

International Journal of Sustainable Strategic Management (Inderscience)

Academy of Management Journal (Academy of Management, Ada, Ohio)

Academy of Management Review (Academy of Management)

Academy of Strategic management Journal (Allied Academics)

Student Evaluation

Campus

Class attendance and participation	5%
Participation in case discussion	5%
Midterm	20%
Case study preparation and presentation	10%
Project	20%
Final exam	40%

Online

Individual case study	15%
Group project	25%
Assignments	20%
Final exam	40%

Students must pass the final exam with a grade of 50% or higher to pass the course.

Course Topics

1. Introduction to Strategic Management Strategic Management
 - Definitions
 - I/O Based model of Above Average Returns
 - Resource based model of Above Average Returns
 - Vision & Mission

- Stakeholders
 - Strategic Leaders
 - Strategic Management and Firm Performance
2. Analysis of External Environment
 - Analysis of General Environment
 - Analysis of Industry Environment
 - Competitor Analysis
 3. Analysis of Internal Environment
 - Resources
 - Capabilities
 - Core competencies
 - Competitive advantage
 - Value Chain analysis
 4. Business-Level Strategy
 - Cost Leadership Strategy
 - Differentiation Strategy
 - Focused Cost Leadership Strategy
 - Focused Differentiation Strategy
 - Integrated Strategy
 5. Competitive Dynamics
 - Model of Competitive rivalry
 6. Corporate-Level Strategy Diversification
 - Value creating diversification
 - Value neutral diversification
 - Value reducing diversification
 7. Acquisition and Restructuring Strategies
 - Merger, Acquisition and Takeover
 - Reasons behind acquisition strategy
 - Causes of failures
 - Attributes of successful acquisition
 - Restructuring Strategies
 8. International Strategies
 - International opportunity Identification
 - International corporate level strategies
 - Modes of International Entry
 - Risks
 9. Corporate Governance

- Need for Corporate Governance
- Internal Corporate Governance Mechanisms
- External Corporate Governance Mechanisms

10. Organizational Structures and Controls

- Simple structure
- Functional structure
- Multidivisional Structure
- Strategic Controls
- Financial controls

11. Strategic Leadership

- Leadership
- Strategic Management Teams

12. Strategic Entrepreneurship

- Innovation Entrepreneurship

Methods for Prior Learning Assessment and Recognition

No PLAR

Attendance Requirements – Include if different from TRU Policy

As per TRU policy

Special Course Activities – Optional

Use of Technology – Optional