



## Course Outline

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Human Enterprise and Innovation  
School of Business & Economics

MNGT 4780 - **3.00** - Academic

Strategic Management

## Rationale

Update Curricunet to reflect standard course outlines established by the School.

## Calendar Description

Students explore the basic concepts and methodologies of developing and executing successful business strategies in a dynamic global environment. Effective strategy is about developing competitive advantage. Learners develop insights into the working of CEOs and top management teams in preparation for senior positions in organizations. Topics include an introduction to strategic management, an analysis of the internal and external environments, business-level strategy, competitive strategy and dynamics, corporate-level strategy, acquisition and restructuring strategies, international strategies, and strategy implementation.

## Credits/Hours

**Course Has Variable Hours:** No

**Credits:** 3.00

**Lecture Hours:** 4.00

**Seminar Hours:** 0

**Lab Hours:** 0

**Other Hours:** 0

*Clarify:*

**Total Hours:** 4.00

**Delivery Methods:** (Face to Face)

**Impact on Courses/Programs/Departments:** No change

**Repeat Types:** A - Once for credit (default)

**Grading Methods:** (S - Academic, Career Tech, UPrep)

## Educational Objectives/Outcomes

1. Discuss the need for effective strategy in organizations.
2. Analyze a firm's external and internal environment and gather inputs needed for strategy development.
3. Develop business level strategies.
4. Explain competitive dynamics.

5. Develop corporate level strategies.
6. Develop international strategies.
7. Use acquisition and restructuring strategies for firm's growth and competitive advantage.
8. Implement different business strategies developed in a dynamic environment.
9. Appreciate importance of corporate governance
10. Identify the functions of strategic leaders and top management teams.
11. Demonstrate the ability to work collaboratively with others in multi-cultural teams.
12. Communicate effectively in writing, orally, and through public presentations

## **Prerequisites**

FNCE 2120-Financial Management or  
FNCE 3120-Finance  
MKTG 2430-Introduction to Marketing or  
MKTG 3430-Marketing  
HRMN 2820-Human Resource Management or  
HRMN 3820-Human Resources  
SCMN 3320-Supply Chain Management IBUS  
3510-International Business

## **Co-Requisites**

## **Recommended Requisites**

## **Exclusion Requisites**

BBUS 4701-Business Policy and Strategy (Inactive)  
BBUS 4780-Strategic Management Issues  
MNGT 4781-Strategic Management

## **Texts/Materials**

### **Textbooks**

1. **Required** Hitt, Ireland, Hoskisson, Rowe, Sheppard. *Strategic Management—Competiveness and Globalization Concepts*, 3rd Canadian ed. Nelson Education.

## **Student Evaluation**

The Course grade is based on the following course evaluations.

Attendance and class participation 0-10% (0.00%) Assignments/quizzes/case studies 15-25% (0.00%) Midterm exam 20-30% (0.00%) Term project 20-25% (0.00%) Final exam 30-50% (0.00%)

## **Course Topics**

1. Introduction to Strategic Management

- Definitions
  - Basic models
  - Vision and mission
  - Stakeholders
  - Vision and mission
  - Stakeholders
- Firm performance

## 2. Analysis of External Environment

- Analysis of macro 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 Strategy and Dynamics • Model of competitive rivalry

## 6. Corporate-Level Strategy

- Diversification
- Value creating diversification
- Value neutral diversification
- Value reducing diversification

## 7. Acquisition & Restructuring and International Strategies

- Mergers, acquisitions, takeovers, restructuring
- International risks
- International opportunity identification
- International corporate level strategies
- Modes of international entry

## 8. Strategy Implementation 1

- Corporate governance
- Building organizations and organizational controls

## 9. Strategy Implementation 2

- Strategic leadership
- CSR
- Internal processes
- Training
- Motivation, rewards and punishments

# **Methods for Prior Learning Assessment and Recognition**

As per TRU Policy

## **Last Action Taken**

Implement by Submission Preview Subcommittee Chair Joanne (Retired) Moores

Current Date: 30-Oct-20