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| 1. Course code: | MGT 434 | | | 1. Course title: | | | | | | Strategic Management | | | | | | | | | | | |
| 1. College: College of Business Administration | | | | | | | | | | | | | | | | | | | | | |
| 1. Department: Management & Marketing | | | | | | | | | | | | | | | | | | | | | |
| 1. Program: B.Sc. Management | | | | | | | | | | | | | | | | | | | | | |
| 1. Course credits: 3-credit hour | | | | | | | | | | | | | | | | | | | | | |
| 1. Course NQF Level: 6-7-8 | | | | | | | | | | | | | | | | | | | | | |
| 1. NQF Credits: TBA | | | | | | | | | | | | | | | | | | | | | |
| 1. Prerequisite: MGT230 + 96 credits | | | | | | | | | | | | | | | | | | | | | |
| 1. Lectures Timing & Location: Online   Sec 1 & 2 - M ( 14:00 - 14:50 ),W ( 14:00 - 15:40 ), ( 15:00 - 15:50 )  Sec 3 & 4 - U ( 13:00 - 13:50 ),H ( 14:00 - 15:40 ), ( 15:00 - 15:50 ) | | | | | | | | | | | | | | | | | | | | | |
| 1. Course web page: Blackboard | | | | | | | | | | | | | | | | | | | | | |
| 1. Course Instructor: Dr. Shaju George | | | | | | | | | | | | | | | | | | | | | |
| 1. Office Hours and Location: TBA | | | | | | | | | | | | | | | | | | | | | |
| 1. Course coordinator: Dr. Shaju George | | | | | | | | | | | | | | | | | | | | | |
| 1. Academic year: 2020-2021 | | | | | | | | | | | | | | | | | | | | | |
| 1. Semester: | |  | **First** | | | | | X | | | **Second** | | | |  | | **Summer** | | | | |
| 1. Textbook(s):   Understanding Strategic Management, Anthony Henry, Oxford University Press, 2018. 3rd edition.  Please see the link where the students can buy their own copies of e-textbook directly.  <https://store.kortext.com/understanding-strategic-management-290653> | | | | | | | | | | | | | | | | | | | | | |
| 1. References from the Library (<http://www.ac-knowledge.net/uobv3/>): 2. Strategic Management and Competitive Advantage, Fifth Edition, Jay Barney and William Hesterly, 2015   2. Exploring corporate strategy, Johnson & Scholes. Pearson, 2011. | | | | | | | | | | | | | | | | | | | | | |
| 1. Other learning resources used (e.g. e-Learning, field visits, periodicals, software, etc.):   Top-Tier Strategic Management Journals  Academy of Management Journal  Academy of Management Review  Administrative Science Quarterly  Journal of Business Venturing  Journal of International Business Studies  Journal of Management  Management Science  Organization Science  RAND Journal of Economics  Strategic Management Journal | | | | | | | | | | | | | | | | | | | | | |
| 1. Course description (as per the published):   Introduction to strategic planning covering key concepts and techniques, organizational mission, goals, objectives and scope of operations. Environmental scanning, strategy formulation and implementation with special reference to functional applications on marketing, personnel, finance and other areas. | | | | | | | | | | | | | | | | | | | | | |
| 1. Course Intended Learning Outcomes (CILOs): | | | | | | | | | | | | | | | | | | | | | |
| CILOs | | | | | *Mapping to PILOs* | | | | | | | | | | | | | | | | |
| Learning goals | | | | | a. Knowledge | | b. Globalization | | | | | c. Skills | | d. Communication | | | | e. Competencies | | f. Values | |
| Learning objectives | | | | | a1: General Knowledge | a2: Specific knowledge | b1: International cross-cultural | | b2: Global Perspective | | | c1: Thinking skills | c2: Analytical skills | d1: Communication (Writing) | | d2: Communication (Oral) | | e1: Leadership skills | e2: Teamwork | f1: Ethics | f2: Social responsibility |
| 1. Analyze critical knowledge and understanding of strategy, its importance, phases of strategy. | | | | | X | X | X | |  | | |  | X |  | |  | |  |  |  |  |
| 2. Interpret external and internal environment as inputs in designing effective strategies at different levels. | | | | |  | X |  | | X | | |  | X |  | |  | |  |  |  |  |
| 3. Predict environmental changes in competitive markets and company strategies | | | | |  |  |  | |  | | | X | X | X | | X | |  |  |  | X |
| 4. Appraise the importance of strategic challenges managers face. | | | | |  |  |  | |  | | |  |  |  | |  | | X | X | X |  |
| 5. | | | | |  |  |  | |  | | |  |  |  | |  | |  |  |  |  |

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| 1. Course assessment: | | | | |
| *Assessment Type* | *Details/ Explanation of Assessment in relation to CILOs* | *Number* | *Weight* | *Date(s)* |
| Continuous Assessment (2-hour) | Small written assignments & Written / Oral Quizzes /  CILOs 1 & 2 | 3 Written Continuous Assessments + Continuous Oral Classroom Quizzes | 15 % | Continuously in each Live Lecture |
| Engagement Activities (1-hour) | Case Studies, Videos & Discussion /  CILOs 3 & 4 | 4 written Engagement activities + Continuous Oral Classroom Discussions | 15 % | Continuously in each Live Tutorial |
| Practical |  |  | % |  |
| Examinations |  |  | % |  |
| Projects/Case Studies | Research Based Project & Student presentations / CILOs 1,2,3,4 | 1 | 30% | TBA |
| Final Examination  (Respondus) | CILOs – 2,3 & 4  Chapters 3,4, 5 & 6 | 1 | 40% | 6th January 2021 – 2.30 pm to 4.30 pm -Chapters 3,4, 5 & 6 |
| Total |  |  | 100% |  |

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| 1. Description of Topics Covered | |
| *Topic Title*  *(e.g. chapter/experiment title)* | *Description* |
| 1: What is Strategy?  Chapter 1: What Is Strategy | Strategy and the Strategic Management Process, Defining Strategy  The Strategic Management Process  Discuss the role of Values, Vision and Mission Statements.  Types of Strategy.  Changes in the Approach to Strategic Management.  Evaluate Different Perspectives on Strategy Formulation.  The Strategic Management Framework.  Viedo Time: <https://www.youtube.com/watch?v=0yHwUp87xcI>  <https://www.youtube.com/watch?v=Fjo1TPe5isw>  <https://www.youtube.com/watch?v=z25lC85v9Zw>  <https://www.youtube.com/watch?v=g-wf6A0ailA>  Case Study : Intel’s Theory of Business  Video : Love your competitors - how great businesses do strategy | Alex Smith | TEDxFolkestone <https://youtu.be/RZBfUkMhZdQ>  Research Paper : <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/JBS-02-2020-0021/full/pdf?title=the-new-bmw-business-model-innovation-transforms-an-automotive-leader> |
| Chapter 2: Evaluating the Macro-environment | Evaluate the role of Scanning , Monitoring and Forecasting Changes in the Environment  Apply Scenario Planning.  Undertaking Scenario Planning.  Evaluate PEST Analysis (Political Factors, Economic Factors, Social Factors and Technological Factors)  Limitations of PEST Analysis.  Explain the Use of SWOT Analysis.  Evaluate the relationship between The General and the Competitive Environments.  Viedo Time:  <https://www.youtube.com/watch?v=mCdcdf-b8AU>  <https://www.youtube.com/watch?v=_YhEpBvlO2M>  Case Study : Disruptive Innovation from Netflix – Discussion to develop Creativity strategy |
| Chapter 3: Industry Analysis | Discuss The Background to Porter's Five Forces Framework.  Evaluate Porter's Five Forces Framework.  The Threat of New Entrants.  The Bargaining Power of Buyers.  The Bargaining Power of Suppliers.  The Threat of Substitute Products and Services.  The Intensity of Rivalry Among Competitors in an Industry.  Porter's Response to the Critics.  Discuss The value Net.  A Complementary Sixth Force.  Mobility Barriers.  Assess the impact of Hyper competition on Competitive behavior.  Video Time:  <https://www.youtube.com/watch?v=h7ve8WhgF6c>  <https://www.youtube.com/watch?v=Zclaxq3vRdo>  One of the Greatest Speeches Ever | Jeff Bezos <https://youtu.be/EctzLTFrktc> |
| Chapter 4:  The Internal Environment:  Value Creating Activities | Background to Different Firm Performance.  Discuss Value Chain Analysis.  Primary Activities.  Support Activities.  Evaluating the Value Chain.  The Importance of Linkages within The Value Chain.  Managing Linkages Within The Value Chain System.  Integrating The General and Competitive Environments  Discuss the Limitation of SWOT Analysis.  What is Performance?  Evaluate Shareholder and Stakeholder perspectives for an organization.  Explain the role of Financial Analysis  Evaluate The Balanced Scorecard.  Explain Benchmarking as a means of improving Performance.  Video Time:  <https://www.youtube.com/watch?v=R4HPYYR5iLw>  <https://www.youtube.com/watch?v=KcGhX7Htk9U>  <https://www.youtube.com/watch?v=cGY4Uv7KhKY>  <https://www.youtube.com/watch?v=QU3dRhXmC_8>  Strategy as a Choice : <https://www.youtube.com/watch?v=lQwHlptnYqk> |
| Chapter 5: The Internal Environment: A Resource-Based View of Strategy | Discuss The Resource-Based View of Strategy.Explain the role of Resources, Competencies, Core Competencies and Distinctive Capabilities. Identifying Sustainable Competitive Advantage: Make or Buy Decision Criticisms of Resource – Based View.Evaluate the importance of Knowledge Management.  Video Time:  Limited Resources or Unlimited Resourcefulness: Getting More Done | Scott Lesnick | TEDxOshkosh <https://youtu.be/zfKM5oOrNqA>  <https://www.youtube.com/watch?v=AnShAUIprEw>  <https://www.youtube.com/watch?v=3JKCiYZt8Qc>  Case Study : Dynamic Capabilities of Warren Buffett  Research Paper: <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/EJMBE-07-2017-015/full/pdf?title=the-contribution-of-tangible-and-intangible-resources-and-capabilities-to-a-firms-profitability-and-market-performance> |
| Chapter 6:  Business Strategy | What is Business-Level Strategy?  Evaluate Generic Competitive Strategies  Overall Cost –Leadership Strategies  Differentiation Strategies  Focus Strategies.  Discuss A resource – Based Approach to Strategy Formulation.  Evaluate The Industry Life Cycle: Introduction Stage, Growth Stage, Maturity Stage and Decline Stage.  Assess the impact of Strategy – Formulation and Market Turbulence.  Video Time:  Michael Porter Lecture on Strategy : Creating and Sustaining Competitive Advantage <https://youtu.be/EvvnoNAUPS0>  <https://www.youtube.com/watch?v=X50pXorhtjY> (chapter 7&8)  <https://www.youtube.com/watch?v=HiBRviA3lnI>  Research Paper : <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/REPS-10-2018-013/full/pdf?title=the-impact-of-e-commerce-adoption-on-business-strategy-in-saudi-arabian-small-and-medium-enterprises-smes>  Case Study: Disrupting the competition for one dollar |
| Chapter 7:  Corporate Strategy | Explain What is meant by Corporate Level Strategy  Assess the Effectiveness of Different Growth Strategies: Market penetration, product Development, Market Development, Diversification.  Evaluate Related Diversification: vertical integration, Horizontal Integration, Transaction – Cost Analysis.  Unrelated Diversification  Implementing Growth Strategies.  Assess the Impact of Portfolio Analysis  Explain the role of Corporate Parenting  Discuss Strategic Evaluation. Video Time:  <https://www.youtube.com/watch?v=isVsG6d9dmw>  Case Study : Throw out the knitting and stick to vertical integration  Research Paper: <https://www-emerald-com.libweb.uob.edu.bh/insight/content/doi/10.1108/JABES-08-2019-0075/full/pdf?title=corporate-diversification-and-firms-value-in-emerging-economy-the-role-of-growth-opportunity> |
| Chapter 8:  International Strategy | Globalization or Localization  International Strategy  Globalization framework  Types of International Strategy  Entry mode strategies  Porter’s Diamond of National Advantage  The Myths of Global Strategy  Video : Scott Szwast: The global business next door  <https://youtu.be/xtT3zLWmCHg>  Case Study : Inditex’s International Reach |

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| 1. Weekly Schedule | | | | | |
| *Week* | *Date* | *Topics covered* | *CILOs* | *Teaching Method* | *Assessment* |
| *1* |  | **Chapter 1:** What Is Strategy. | 1 | *2-hour lecture:* | *Video & Discussion* |
| *1-hour lecture* |
| *2* |  | **Chapter 1:** What Is Strategy. | 1 | *2-hour lecture:* | *Case Study* |
| *1-hour lecture* |
| *3* |  | **Chapter 2:** Evaluating the Macro-Environment | 1,3,4 | *2-hour lecture:* | *Quiz* |
| *1-hour lecture* |
| *4* |  | **Chapter 2:** Evaluating the Macro-Environment | 1,3,4 | *2-hour lecture:* | *Video & Discussion* |
| *1-hour lecture* |
| *5* |  | **Chapter 3**: Industry Analysis | 3,4 | *2-hour lecture:* | *Final Exam & Case Study* |
| *1-hour lecture* |
| *6* |  | **Chapter 3**: Industry Analysis | 3,4 | *2-hour lecture:* | *Final Exam* |
| *1-hour lecture* |
| *7* |  | **Chapter 4:** The Internal Environment:  Value Creating Activities | 2,3,4 | *2-hour lecture:* | *Final Exam & Discussion* |
| *1-hour lecture* |
| *8* |  | Chapter 5: The Internal Environment: A Resource-Based View of Strategy | 2,3,4 | *2-hour lecture:* | *Final Exam* |
| *1-hour lecture* |
| *9* |  | **Mid Semester Break 4th April to 8th April 2021** |  | *2-hour lecture:* | *Not Applicable* |
| *1-hour lecture* |
| *10* |  | **Chapter 6:** Business Strategy | 2,3,4 | *2-hour lecture:* | *Final Exam / Case Study* |
| *1-hour lecture* |
| *11* |  | **Chapter 7**: Corporate Strategy | 3,4 | *2-hour lecture:* | *Research Based Project / Small Written assignment* |
| *1-hour lecture* |
| *12* |  | **Chapter 8:** International Strategy | 4 | *2-hour lecture:* | *Research Based Project* |
| *1-hour lecture* |
| *13* |  | **Project Submission & Presentation** |  | *2-hour lecture:* | *Student Presentation* |
| *1-hour lecture* |
| *14* |  | **Project Submission & Presentation** |  | *2-hour lecture:* | *Student Presentation* |
| *1-hour lecture* |
| *15* |  | Revision |  | *2-hour lecture:* | *Quiz* |
| *1-hour lecture* |