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| 1. Course code: | MGT638 | | | 1. Course title: | | Business Strategy | | | |
| 1. College: College of Business Administration | | | | | | | | | |
| 1. Department: Management and Marketing | | | | | | | | | |
| 1. Program: Master of Business Administration | | | | | | | | | |
| 1. Course credits: 3 Credit Hours | | | | | | | | | |
| 1. Course NQF Level: 9 | | | | | | | | | |
| 1. NQF Credits: TBA | | | | | | | | | |
| 1. Prerequisite: Completion of 12 Credits | | | | | | | | | |
| 1. Lectures Timing & Location: Online | | | | | | | | | |
| 1. Course web page: https://blackboard.uob.edu.bh | | | | | | | | | |
| 1. Course Instructor: Dr. Nada Megahed | | | | | | | | | |
| 1. Office Hours and Location: Online | | | | | | | | | |
| 1. Course Coordinator: Dr. Nada Megahed | | | | | | | | | |
| 1. Academic year: 2020-2021 | | | | | | | | | |
| 1. Semester: | |  | First | | **X** | | Second |  | Summer |
| 1. Textbook:   Strategic Management: A Competitive Advantage Approach, Concepts and Cases, 17th global edition, Fred David, and Forest David, Pearson Education, 2020. | | | | | | | | | |
| 1. References from the Library:   http://library.uob.edu.bh | | | | | | | | | |

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| 1. Other learning resources used (e.g., e-Learning, field visits, periodicals, software, etc.):   Pearson MyLab: https://www.pearsonmylabandmastering.com/global/index.html  Business Cases: https://hbr.org/ | | | | | | | | | |
| 1. Course description (as per the published):   This course introduces advanced concepts, frameworks and methodologies useful to managers for formulating and implementing both business unit and corporate level strategy. This would include; essentials of strategic management; sustainability and social responsibility; internal organizational assessment and evaluation; external environmental scanning and industry analysis; strategy generation and formulation; strategy implementation; strategy execution, and strategy monitoring. | | | | | | | | | |
| 1. Course Intended Learning Outcomes (CILOs): | | | | | | | | | |
| CILOs | *Mapping to PILOs* | | | | | | | |
| Learning goals | A. Knowledge | | B. Communication | | C. Responsibility | | D. Research | |
| Learning objectives | A1. Knowledge | A2. Current issues | B1. Writing communication | B2. Oral communication | C1. Research ethics | C2. Global impact | D1. Critical analysis | D2. Research practice |
| 1.Describe the new trends and challenges of modern management, and, their implications on the strategic issues. | ✓ | ✓ |  |  |  | ✓ |  |  |
| 2.Discuss different types of strategies, and the four stages of strategy building (i.e. strategy formulation, implementation, execution and monitoring). | ✓ |  |  |  |  |  | ✓ | ✓ |
| 3.Analyze the external and internal environment of the organization, and using them as inputs in designing effective strategies at different levels. |  | ✓ | ✓ | ✓ |  |  |  |  |
| 4.Develop skills in conducting strategic analysis through a variety of strategic management tools/models (e.g. Porter’s model, BCG matrix, etc.), and evaluate their effectiveness from a local and global perspective. |  | ✓ |  |  | ✓ |  | ✓ |  |
| 5.Demonstrate ability to integrate knowledge and skills gained from other courses in formulating, implementing and evaluating strategies at different organization’s levels. | ✓ |  | ✓ | ✓ |  |  |  |  |
| 6.Develop comprehensive research skills and critical thinking, and adopt broad view to evaluate strategic management issues. |  |  |  |  | ✓ | ✓ | ✓ | ✓ |

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| 1. Course assessment: | | | | |
| *Assessment Type* | *Details/ Explanation of Assessment in relation to CILOs* | *Number* | *Weight* | *Date (s)* |
| Research Assessment | Business Simulation Exercises & Cohesion Case Studies  CILOs 2,3,4,5 | 3 | 15 % | TBD |
| Engagement Activities | Cohesion Case Studies  CILOs 1,2,3,4,5 | 5 | 15 % | TBD |
| Research Project | Research-Based Project & Presentation  CILOs 5,6 | 1 | 30 % | TBD |
| Final Examination  (Lockdown + Respondus) | Online Exam  CILOs 1,2,3,4,5 | 1 | 40% | TBD |
| Total |  |  | **100%** |  |

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| 1. Description of Topics Covered | |
| *Topic Title*  *(e.g., chapter/experiment title)* | *Description* |
| Strategic Management Essentials and Types of Strategies | bullseyeDefine strategic management. Explore the different schools of strategic thinking. Understand the different phases of the strategic planning process. Discuss different levels and types of strategies. |
| |  | | --- | | Internal and External Strategic Audit | | bullseyeUnderstand the importance of internal and external strategic auditing. Discuss the different tools and techniques used for internal audit for the purpose of organizational assessment. Discuss the different tools and techniques used for external audit for the purpose of environmental scanning and industry analysis. |
| |  | | --- | | Strategy Generation and Formulation | | Understand the different phases of strategy formulation. Discuss the BCG Matrix, and how to use it to generate the appropriate strategy that can help organization achieve competitive advantage. |
| Strategy Implementation & Execution | Understand the transition from formulating to implementing strategies. Explain the role of divisional and functional managers in strategy implementation. Discuss different issues related to strategy implementation (e.g. marketing, operational, financial). |
| |  | | --- | | Strategy Monitoring | | |  | | --- | | Understand the importance of strategy evaluation, and who should be involved in this process. Discuss the activities involved in the monitoring and evaluation process, such as: reviewing underlying bases of strategy, measuring organizational performance, and taking corrective actions. | |
| Contemporary Issues | Discuss the current challenges facing strategic management in both local and international corporation. Explore the new trends in business strategy such as “Blue Ocean”. |

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| 1. Weekly Schedule |

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| **Week** | **Topics covered** | **CILOs** | **Teaching Method** | **Assessment** |
| **1** | Chapter 1: Strategic Management Essentials | 1 | - Online Lecture  - Flipped Classes  - Business Simulation Games  - Business Mini-Cases | Continuous Assessment  &  Engagement Activities  &  Final Exam |
| **2** | Chapter 4: Types of Strategies | 1,2 |
| **3** | Chapter 6: The Internal Audit (Organizational Assessment) | 1,3 |
| **4** | Chapter 7: The External Audit (Environmental Scanning and Industry Analysis) | 1,3 |
| **5** | Business Case Review on Internal & External Audit | 1,3,6 |
| **6** | Chapter 8: Strategy Generation and Formulation | 2,4,5 |
| **7** | Chapter 8: Strategy Generation and Formulation, (Continued) | 2,4,5 |
| **8** | MID SEMESTER BREAK | | | |
| **9** | Chapter 9: Strategy Implementation | 2,4,5 | - Online Lecture  - Flipped Classes  - Business Simulation Games  - Business Mini-Cases | Continuous Assessment  &  Engagement Activities  &  Final Exam |
| **10** | Chapter 9: Strategy Implementation (Continued) | 2,4,5 |
| **11** | Chapter 10: Strategy Execution | 2,4,5 |
| **12** | Chapter 10: Strategy Execution (Continued) | 2,4,5 |
| **13** | Chapter 11: Strategy Monitoring | 2,4,5 |
| **14** | Contemporary Issues on Business Strategy | 1,2,3,4,5 |
| **15** | Presentations of Group Projects | 3,4,5,6 | Projects Presentations | Research-Based Project |
| **16** | Presentations of Group Projects | 3,4,5,6 |