

Course Outline

**Department of Management
School of Business and Economics**

**MNGT 4780-3
Strategic Management (4,0,0)**

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.

Educational Objectives/Outcomes

After completion of this course students will be able to:

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 or FNCE 3120; MKTG 2430 or MKTG 3430; HRMN 2820 or HRMN 3820; SCMN 3320; IBUS 3510

Note: It is recommended that this course be taken in the student's final year.

Co-requisites

None

Texts/Materials

Hitt, Ireland, Hoskisson, Rowe, Sheppard, Strategic Management–Competiveness and Globalization Concepts, 3rd Canadian Edition, Nelson Education.

Student Evaluation

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

Course Topics

1. Introduction to Strategic Management

- Definitions
- Basic models
- Vision and mission
- Stakeholders
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- 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 opportunity identification
- International corporate level strategies
- Modes of international entry
- International risks

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

Attendance Requirements – Include if different from TRU Policy

As per TRU policy

Special Course Activities – Optional

None

Use of Technology – Optional

None