

Department: Business Administration	Program: MBA
Course Name: Strategic Management	Course Code: BUS 631
Pre-requisite: Not Applicable	Credit Hours: 3

Brief Description

This course enables students to understand how competitive advantage can be developed across businesses through strategically synchronizing various functional areas, processes and systems in an organization, in coordination with internal and external environments and the challenges they throw. The course is designed to help students understand the overall strategic management process right from setting up of the vision, scanning environment, formulating strategies and then the implementation part.

Course Objectives

After completion of this course the student will be able to:

- Define strategic management process and its role in creating sustainable competitive advantage.
- Write a logical, relevant, and well-organized report on a business issue.
- Compare and contrast different theoretical models of strategic management before applying it to any business problems.
- Analyze various disruptive business models and their implications for the various industries.
- Recognize theoretical models and how they apply in a national context.
- Construct a timeline of significant events which affect strategy implementation.

Course Learning Outcomes

- Distinguish between concepts, principles, and theories of strategic management
- Apply the concepts, principles, and theories in different business situations
- Have oral communication skills
- Have scientific research skills in the field of strategic management
- Have the skills of critical thinking and analysis in the fields of strategic management
- Have the skills in strategic thinking and finding solutions in strategic management
- Have the ability to distinguish between ethical issues in strategic management
- Have the competence of social responsibility in the fields of strategic management
- Have the competence to deal with cultural diversity in strategic management

Course Topics

- Vision, Mission, Objectives and Choices, Competitive Advantage
- Evaluating the External Environment
- Porters Diamond Model and its Application in the Context of Saudi Arabia

- Porters Five Forces Model: Article Discussion on the Five Competitive Forces that Shape Strategy
- The Resource-based View of the Firm, VRIO Framework
- Imitation and Competitive Dynamics
- Business Level Strategies: Cost Leadership and Product Differentiation
- Corporate Level Strategies: Vertical Integration and Competitive Advantage, Diversification and Competitive Advantage
- Strategic Alliances, Mergers, International Strategy
- Strategy Implementation and Challenges
- Restructuring and Turnaround Management
- Strategy Implementation: Balance Scorecard
- Targeting the Bottom of the Pyramid and Blue Ocean Strategy

Text Book

- Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. (2013). *Crafting & executing strategy 19/e: The quest for competitive advantage: Concepts and cases*. McGraw-Hill Education Boston, MA: McGraw-Hill/Irwin.

Additional References

- Barney, J. and Hesterley, W. S (2008). *Strategic Management and Competitive Advantage*. 3rd edition. New Jersey: Prentice Hall.

Online Resources

- <https://hbr.org/2008/12/reinventing-your-business-model>
- <https://hbr.org/1979/03/how-competitive-forces-shape-strategy>
- <https://hbr.org/2004/07/when-to-ally-and-when-to-acquire>
- <https://mkt-bcg-com-public-images.s3.amazonaws.com/public-pdfs/legacy-documents/file14912.pdf>

Course Outline

Week	Hours	Topics	Remarks
1	3	Introduction on the Orientation of the Course, its Application and Relevance in Today's Business Environment. How is Strategy Different than Planning? Strategic Management Process	
2	3	Vision, Mission, Objectives and Choices, Competitive Advantage, Evaluating the External Environment: PESTLE Analysis with Emphasis on OBOR, Transpacific Treaty	
3	3	Vision, Mission, Objectives and Choices, Competitive Advantage, Evaluating the External Environment: PESTLE Analysis with Emphasis on OBOR, Transpacific Treaty	

4	3	Evaluating Industry Attractiveness: Porters Five Forces Model: Article Discussion on the Five Competitive Forces that Shape Strategy	
5	3	Evaluating Industry Attractiveness: Porters Five Forces Model: Article Discussion on the Five Competitive Forces that Shape Strategy	
6	3	Evaluating Internal Capabilities: The Resource-based View of the Firm, VRIO Framework	
7	3	Evaluating Internal Capabilities: The Resource-based View of the Firm, VRIO Framework	
8	3	Midterm exam	
9	3	Value Chain Analysis, Imitation and Competitive Dynamics (Case Study Discussion on Rolex), Business Level Strategies: Cost Leadership and Product Differentiation (Discussion on Southwest Airlines)	
10	3	Corporate Level Strategies: Vertical Integration and Competitive Advantage, Diversification and Competitive Advantage	
11	3	Strategic Alliances, Mergers, International Strategy (Discussion on When to Ally and When to Acquire)	
12	3	Strategy Implementation and Challenges: Organizational Structure and Implementation	
13	3	Restructuring and Turnaround Management (Case Study Discussion on Aston Martin), Blue Ocean Strategy, Fortune at the Bottom of the Pyramid	
14	3	Restructuring and Turnaround Management (Case Study Discussion on Aston Martin), Blue Ocean Strategy, Fortune at the Bottom of the Pyramid	
15	3	Presentations	

Measurement and Assessment Tools										
Assessment Tools	Grades	Week	Knowledge	Skills				Values		
			Identify & apply	Oral	Research	Critical Thinking	Strategic Thinking	Ethics	CSR	Cultural diversity
Midterm Exam	20	9	X							
Case Study	10	12			X	X	X	X	X	X
Project	20	15			X	X	X	X	X	X
Presentations	10	15		X						
Final Exam	40	16	X							
Total	100									

Approved by Department Chair	Date of Approval

Additional Information: Updated every Semester by Course Instructor	
Course Instructor	
Department	
Email	
Office No.	
Extension	