

Department: Business Administration

Course Name: Strategic Management **Course No.:** BUS 631

Prerequisite: N/A **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 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>

Measurement & Assessment Tools:

Objectives			Knowledge	Critical Thinking	Communication
Assessment tools	Grade	Week (Time period)	1	2	3
Midterm test	25	9 th	✗		
Case study memorandum	10	12 th		✗	
Project	15	15 th			✗
Final exam	50	As Dated	✗		
Total	100				

Tentative Course Outline:

Week	Hours	Topics	Readings
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	Ch1
2	3	Vision, Mission, Objectives and Choices, Competitive Advantage	Ch2
3	3	Strategic Drift: Emergent VS Intended Strategies (Case Discussion)	Ch1
4	3	Evaluating the External Environment: PESTLE Analysis with Emphasis on OBOR, Transpacific Treaty	Ch3
5	3	Porters Diamond Model and its Application in the Context of Saudi Arabia	Ch3
6	3	Evaluating Industry Attractiveness: Porters Five Forces Model: Article Discussion on the Five Competitive Forces that Shape Strategy	Ch3
7	3	Evaluating Internal Capabilities: The Resource-based View of the Firm, VRIO Framework	Ch4
8	3	Value Chain Analysis, Imitation and Competitive Dynamics (Case Study Discussion on Rolex)	Ch4
9	3	Business Level Strategies: Cost Leadership and Product Differentiation (Discussion on Southwest Airlines)	Ch5
10	3	Corporate Level Strategies: Vertical Integration and Competitive Advantage, Diversification and Competitive Advantage	Ch8
11	3	Strategic Alliances, Mergers, International Strategy (Discussion on When to Ally and When to Acquire)	Ch6
12	3	Strategy Implementation and Challenges: Organizational Structure and Implementation	Ch10
13	3	Restructuring and Turnaround Management (Case Study Discussion on Aston Martin)	
14	3	Strategy Implementation: Balance Scorecard	Ch10
15	3	Targeting the Bottom of the Pyramid and Blue Ocean Strategy	
16	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	Ch1

Approved by Dept. Chair:

Date of Approval:

Extra Information: (Updated every semester and filled by course instructor)

Course
Instructor: Dr. Makhmoor Bashir

Office No:

Extension:

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Office Hours:

