**Course Descriptor**
**MNGT320 Strategic Management**

| Proposed Academic Year | 2020 - 2021 | Last Reviewed Academic Year | 2019 -2020 |
|---|---|---|---|
| Course Code | MNGT320 | Course Title | Strategic Management |
| Credit hours | 3 | Level of study | Undergraduate |
| College / Centre | COBA | Department | Management |
| Co-requisites | | Pre-requisites | MNGT201 |

## 1.    COURSE OUTLINE

This course emphasis on diagnosing and comprehending the main sources of superior organizational performance. It complements the abstract concepts and frameworks regarding formulation and implementation of strategies with the contemporary research findings; focusing on how effective strategies can be formulated in line with present capabilities for achieving the sustainable competitive advantage in dynamic global environment.

## 2.    AIMS

[The aim of the course to develop the students and the executives as strategic planners and managers who are well-equipped with adequate know-how on managing their businesses strategically in turbulent environment. They will be exposed to topics including environmental analysis (internal and external), organizational strategic capability and purpose analyses, and action plans at business, corporate and international levels.

## 3.    LEARNING OUTCOMES, TEACHING, LEARNING and ASSESSMENT METHODS

| Learning Outcomes (Definitive) Upon successful completion of this course, students will be able to: | Teaching and Learning methods (Indicative) | Assessment (Indicative) |
|---|---|---|
| 1.  Understand the significance of organizational strategies and its link to the organizational goals and objectives | Lectures, Group work, Case Study | Case Study Report, Written Exam |
| 2.  Evaluate complex external environment from a strategic management perspective | Lectures, Group work, Case Study | Case Study Report, Written Exam |
| 3.  Investigate, analyze and synthesize complex culture, strategic capabilities and purposes | Lectures, Group work, Case Study | Case Study Report, Research Project |
| 4.  Determine the optimal pathway for an organization to achieve a competitive advantage using theoretical | Lectures, Group work, Case Study | Case Study Report, Written Exam |

| frameworks | | |
|---|---|---|

## 4.   ASSESSMENT WEIGHTING

| Assessment | Percentage of final mark (%) |
|---|---|
| Mid-term 1 Examination | 25 |
| Mid-term 2 Examination | 25 |
| Assignments / Case Studies | 10 |
| Final Examination | 40 |
| | |
| | |
| **TOTAL** | **100%** |

## 5.   ACHIEVING A PASS

The student will achieve pass by accumulating 50% of the course total allocated marks.

Letter grade distribution is as follows:

**Grading system**

| GRADE | VALUE | GRADE |
|---|---|---|
| A | 4.0 | 95-100 |
| A- | 3.7 | 90-94 |
| B+ | 3.3 | 85-89 |
| B | 3.0 | 80-84 |
| B- | 2.7 | 75-79 |
| C+ | 2.3 | 70-74 |
| C | 2.0 | 65-69 |
| C- | 1.7 | 60-64 |
| D+ | 1.3 | 55-59 |
| D | 1.0 | 50-54 |
| F | 0.0 | 0-49 |

## 6.   COURSE CONTENT (Indicative)

| WEEK | LECTURE TOPIC | TIME (HOURS) |
|---|---|---|
| 1 | **Chapter 1: Introducing Strategy** | 3 |
| | What is strategy? | |
| 2 | Strategic management | 3 |
| | The strategy lenses | |
| 3 | **Chapter 2: The Environment** | 3 |
| | The macro-environment | |
| 4 | Industries and sectors | 3 |
| | Competitors and markets | |
| 5 | **Chapter 3: Strategic Capability** | 3 |

| | Foundations of strategic capability | |
|---|---|---|
| 6 | Diagnosing strategic capability | 3 |
| | Organisational knowledge | |
| 7 | **Chapter 4: Strategic Purpose** | 3 |
| | Corporate governance | |
| 8 | Organisational purposes: values, mission, vision and objectives | 3 |
| | Stakeholder expectations | |
| 9 | **Chapter 6: Business-Level Strategy** | 3 |
| | Identifying strategic business units | |
| 10 | Bases of competitive advantage: the 'strategy clock' | 3 |
| | Competitive strategy in hypercompetitive conditions | |
| 11 | **Chapter 7: Corporate Level Strategy** | 3 |
| | Strategic directions | |
| 12 | Reasons for diversification | 3 |
| | Value creation and the corporate parent | |
| 13 | **Chapter 8: International Strategy** | 3 |
| | National and international sources of advantage | |
| 14 | International strategies | 3 |
| | Market selection and entry | |
| 15 | Revision | 3 |
| | | |
| | **TOTAL HOURS** | **45** |
| 1 - 15 | Plus **RECOMMENDED INDEPENDENT STUDY HOURS** | **48** |
| | **TOTAL COURSE HOURS** | **93** |

## 7.   RECOMMENDED READING

**Core text/s:**

Barney, Jay B.. Hesterly, William S. (2012). **Strategic management and competitive advantage: concepts and cases**. S.l.: Pearson. **ISBN-10:** 0133129306

**Library + online resources:**