

VICTORIA UNIVERSITY OF BANGLADESH
DEPARTMENT OF BUSINESS ADMINISTRATION

Course Profile

Master OF BUSINESS ADMINISTRATION
COURSE TITLE: Strategic Management
COURSE CODE : MGT 681

Description

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition. Strategic Management (BUAD 497) is an integrative and interdisciplinary course. It assumes a broad view of the environment that includes buyers, suppliers, competitors, technology, the economy, capital markets, government, and global forces and views the external environment as dynamic and characterized by uncertainty. In studying strategy, the course draws together and builds on all the ideas, concepts, and theories from your functional courses such as Accounting, Economics, Finance, Marketing, Organizational Behavior, and Statistics.

Course Objectives

The purpose of this course is to enhance your ability to do the job of a general manager responsible for strategic performance. Specifically, to integrate the different functional areas of business (e.g. accounting, finance, human resources, information systems, marketing, operations management, etc.) into a cohesive whole. The challenge is not only in identifying weaknesses and threats facing firms we will study, but to appreciate the strengths of the firm and anticipate opportunities in the external environment. Your role in this course is to correct organizational failures and expand upon organizational successes, however failure and success may be defined. As an MBA student in this course, your goal should be to draw upon course learning, as well as applying your previous business experience, to think beyond the role of any given functional area.

TextBooks

1. Grant, R.M. (2005) *Contemporary Strategy Analysis*, 5th ed., Blackwell Publishing
2. Hitt, M., Ireland, D., Hoskisson, R. (2004) *Competitive Startegy: Competitiveness and Globalization*, 6th ed., Cengage Learning.

COURSE OUTLINES

Class	Particulars
1 st Class	Introduction: Strategic Management Concepts, Industry Analysis: Types of Strategy
2 nd Class	An Overview of the External Environment and the Internal Environment, Competitive Positioning via Cost Leadership versus Differentiation, Value Chain Analysis
3 rd Class	Business Strategies in Different Industry Contexts: Technology-Based versus Mature Industries
4 th Class	Corporate-Level Strategy: Scope of the Firm and Vertical Integration, Multinational Corporations. Diversification
5 th Class	Current Trends and New Challenges in Strategic Management
6 th Class	Case 1: The Chinese Fireworks Industry: 1. Is the fireworks industry a “sunset” industry or still worth being in for the long run? 2. If you were Jerry Wu, and you decide to make the investment, what would you do to win out in the competition?
	Mid-Term Examination
7 th Class	Strategy in High-Tech Industries, International Strategy, Corporate Governance and CSR
8 th Class	Case 2: Southwest Airlines: 1. How does this company make money when other airlines find it so difficult? What are the most important contributors to its financial success? 2. Once operations are stabilized, would you recommend to the management of the company that it resume its historical growth rate from 10% to 15% per year? Why?
9 th Class	Case 3: Haier: Taking a Chinese Company Global 1. Why was Haier so successful in China? What differentiated it? 2. Can Haier build on its success in niche products to become a dominant global brand in highend white goods? (Take a position and support it with facts from the case.)
10 th Class	Case 4: Progressive Corporation: 1. How has Progressive’s strategy evolved over time? Is it sustainable? 2. What challenges does Progressive face in 2007? What would you recommend to CEO Glenn Renwick?
11 th Class	Case 5: Apple & Kodak: 1. Analyze the dynamics of the PC industry. Are these dynamics favourable or problematic for Apple? 2. The i-Pod i-Tunes business has been a spectacular success. Has Jobs found a new formula to create a sustainable competitive advantage for Apple? 1. Compare the business model for digital photography and Kodak’s traditional profit model and discuss where the major gaps exist between them. 2. What are Kodak’s core competencies? What are their major implications for the company’s ability to cope with these new industry developments?
12 th Class	Case 7: Renault-Nissan Alliance: 1. Why did Renault choose Nissan as its alliance partner? Why did Nissan choose Renault? 2. What were the major challenges in this alliance? How about the benefits? Do these benefits outweigh the challenges?

COURSE EVALUATION

Particulars	Weight	Marks
Works Sheet		
Class Attendance	10%	10
Class Tests	10%	10
Presentation	10%	10
Case Study/Field Work/Report Writing	5%	5
Mid-term Test	25%	25
Final Examination	40%	40
Grand Total	100%	100

Grading System

Marks Obtained (out of 100)	Letter Grade		Grade Point (4 point scale)
80% and above	A+	(A plus)	4.00
75% to less than 80%	A	(A regular)	3.75
70% to less than 75%	A-	(A minus)	3.5
65% to less than 70%	B+	(B plus)	3.25
60% to less than 65%	B	(B regular)	3.00
55% to less than 60%	B-	(B minus)	2.75
50% to less than 55%	C+	(C plus)	2.50
45% to less than 50%	C	(C regular)	2.25
40% to less than 45%	D	(D regular)	2.00
Less than 40%	F	Fail	0.0

COURSE CONDUCTION

Semester & Class Begin	Summer, 2017 & 15 June, 2017
Course Instructor	Md. Shawan Uddin Assistant Professor Department of Business Administration
Credit Hour/ Week	3 Hours & 1.5 Hour/Class
Total Lectures	Nineteen
Presentation Class	One
Class Test	One
Case Study/Field Work	One