



Victoria University  
of Bangladesh

## COURSE PROFILE

SUMMER SEMESTER-2017

STRATEGIC MANAGEMENT (MGT 440)

Level of Knowledge: Basic knowledge.

Course Intention: The intention of this course is to bring the practice and theory (art and science) of strategic management together. It is the objective to develop the students' knowledge, skills and mindset in the area of strategic management, making them more balanced, capable and creative strategic thinkers. Furthermore, the course intends to get students to understand the extra complexity of developing international strategies and the limitations to using particular strategy approaches in different industries and cultural settings.

Course Assessment:

Item/Activity	Marks
Work Sheet (Including Class Attendance & Class Test)	25%
Assignment(s)	10%
Mid-term test	25%
Final examination	40%
<b>Total</b>	<b>100%</b>

Grading and Point System:

Marks obtained (out of 100)	Letter Grade		Grade Point (4 point scale)
80% and above	A+	(A plus)	4.0
75% to less than 80%	A	(A regular)	3.75

70% to less than 75%	A-	(A minus)	3.50
65% to less than 70%	B+	(B plus)	3.25
60% to less than 65%	B	(B regular)	3.0
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)	2.0
less than 40%	F	(Fail)	0.0

Note: I (Incomplete) may also be used under the provision of VUB regulations.

#### DETAILED CONTENTS:

Lecture no.1 & 2	Strategic Management # The nature and value of strategic management: Dimension of strategic decision, Formality in Strategic management, The Strategy makers, Benefits of strategic management, Risks of strategic management. The strategy management process.
Lecture no. 3	Company Mission # What is a company mission. Formulating a mission. Boards of directors. Agency theory.
Lecture no. 4 & 5	Corporate Social Responsibility and Business Ethics # the stakeholder approach to social responsibility. Types of social responsibility. Management Ethics. Satisfying corporate social responsibility. Codes of business ethics.
Lecture no.6 & 7	The External Environment # the firm's external environment. Remote environment. Industry environment. How competitive forces shape strategy. Contending forces. Industry analysis and competitive analysis. Operating environment. Emphasis on environmental factors.
Lecture no. 8 & 9	The Global Environment # Globalization. Development of a global corporation. Why firms globalize. At the start of globalization. Control problems of the global firms. Global strategic planning. Competitive strategies for firms in foreign markets.

Lecture no. 10	Internal Analysis # SWOT analysis: A traditional approach to internal analysis. Value chain analysis. Resource-based view of the firm. Internal analysis: making meaningful comparisons.
Lecture no.11	<b>Presentation</b>
<b>MID TERM EXAM</b>	
Lecture no.12 & 13	Long-Term Objectives and Strategies # Long term objectives, generic strategies. The value disciplines. Grand strategies. Selection of long-term objectives and grand strategy sets. Sequence of objectives and strategy selection.
Lecture no.14 & 15	Business Strategy # Evaluating and choosing business strategies: seeking sustained competitive advantage. Dominant product service business: evaluating and choosing to diversity to business value.
Lecture no. 16 & 17	Multibusiness Strategy # The portfolio approach: A historical starting point. The synergy approach: leveraging core competencies. The corporate parent role: can it add tangible value?
Lecture no. 18 & 19	Implementation # Short-term objectives. Functional tactics that implement business strategies. Outsourcing functional activities. Empowering operating personnel: the role of politics. Executive bonus compensation plans.
Lecture no. 20 & 21	Organizational Structure # Traditional organizational structures and their strategy-related pros-cons. What a difference a century makes. Initial efforts to improve the effectiveness to traditional organizational structures. Creating agile, virtual organizations.
Lecture no. 22	Leadership and Culture # Strategic leadership: embracing change. Organizational culture.
Lecture no. 23	Control, Innovation and Entrepreneurship # Establishing strategic controls. Innovation and entrepreneurship.
Lecture no. 24	<b>Presentation</b>

**Text Book:**

Strategic Management- John A. Pearce, Richard B. Robinson, Jr., Amita Mital

**Reference Book:**

Strategic Management- Charles W. L. Hill, Gareth R. Jones

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