

COURSE SPECIFICATION DOCUMENT

NOTE: ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING LTPC.

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| Academic School/Department: | Business & Economics |
| Programme: | BA Business Administration: Combined Studies |
| FHEQ Level: | 6 |
| Course Title: | Competition and Strategy |
| Course Code: | MGT 6200 |
| Course Leader: | Parviz Dabir-Alai |
| Student Engagement Hours: | 120 |
| Lectures: | 30 |
| Seminar / Tutorials: | 15 |
| Independent / Guided Learning: | 75 |
| Semester: | Fall/Spring |
| Credits: | 12 UK CATS credits 6 ECTS credits 3 US credits |

Course Description

The course focuses on strategic analysis and evaluation, long-range planning and policy implementation. Early lectures outline the basic strategic analysis models and case study analyses relate to both the firm's internal operations and the environment in which it operates.

Prerequisites: Completion of the FNN, or INB, or MKT Core courses

Aims and Objectives:

The Course aims to develop within the student a full understanding of the nature and role of competition and strategy. It aims to introduce students to strategic management concepts and to increase students' awareness of the role that strategic management plays in organizational life and survival. Its objective is to familiarize students with the theories, analytical tools, terminology and language of strategic management and to develop critical judgment of strategic issues through application of theory to practice.

Programme Outcomes

- A 1-7**
- B 1-5**
- C 1-2**
- D 1-5**

A detailed list of the programme outcomes are found in the Programme Specification. This is located at the Departmental/Schools page of the portal.

Learning Outcomes

Upon completion of this course, a successful student should be able to

A. Knowledge and understanding

1. Describe and discuss what is meant by the strategy of an organization.
2. Identify and analyze the macro-environmental issues and competitive market forces that affect an organization.
3. Identify and assess an organization's competitive strengths and weaknesses.
4. Identify and critically evaluate the strategic options available to an organization.
5. Identify and appraise the processes available to evaluate, select and implement strategy.
6. Identify and appraise the role of leadership in developing and implementing strategy and strategic change within an organization.

B. Cognitive skills

1. Apply ideas and analytical concepts to a range of business situations.
2. Evaluate business cases, reports and data to identify relevant evidence to argue and support a point of view.

C. Practical and/or Professional Skills

1. Apply academic and business concepts to business situations.
2. Use analytical skills to evaluate the competitive business environment and formulate strategic options.

D. Key Skills

1. Develop effective analytical skills to understand complex situations and identify possible solutions.

Indicative Content

The successful student is expected to be able to:

1. Identify the direction and goals of an organization, the scope, and competitive advantage it has to achieve these.
2. Analyze an organization's external environment and immediate competitive market to identify key drivers, market dynamics, and competitive analysis.
3. Identify and assess the organization's culture, resources and competences, and the composition of the value chain.
4. Identify strategic choices including generic strategies of cost leadership and differentiation, diversification, internationalization, and mergers and acquisition.
5. Evaluate and apply criteria to strategic options including risk analysis, feasibility, planning systems, and organizational design.
6. Identify styles of leadership, organizational participation, and levers to manage implementation and change of strategy.

Assessment

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Council on June 28, 2012.

Teaching Methods

The approach is structured and the learning strategy is designed to provide students with both the frameworks and analytical tools to enable them to develop individual analytical processes and styles. Analytical frameworks are explored in both formal lectures and seminar sessions. Case studies are used to reinforce these frameworks in a practical way. Strategic and practical elements are also reinforced in the semester by use of a business game where set groups compete against each other. A substantial amount of direct reading is essential on this course. To help with this students are provided with relevant reading material for their personal use.

Bibliography:

Indicative Texts

Johnson, G. Scholes, K. and Whittington, 2011, Exploring Strategy, 9th ed., FT Prentice Hall, imprint of Pearson. Available also as an e-book via library services.

Lynch, R. 2012, Strategic Management, 6.ed. Pearson.

De Wit and Meyer, 2010, Strategy: Process, Content, Context, 4. Ed., Thomson Learning.

Journals

The journals listed below are either UK or USA origin and can be useful for general reading around the subject:

1. *California Management Review*: University of California, Berkeley.
2. *Harvard Business Review*: Harvard Graduate School of Business.
3. *Journal of general management*. Henley Management College.
4. *Journal of Management Studies*: Blackwell.
5. *Long range Planning*: Oxford Pergamon Press.
6. *Management Decision Making*. MCB University Press.
7. *McKinsey Quarterly*: McKinsey and Co.
8. *Sloan Management Review*: MIT.
9. *Strategic management Journal*. Wiley.

Websites:

Support materials for this course can be obtained from the Johnson and Scholes web site. The site address is: <http://www.mystrategylab.com>. Use of a library e-book code will be required. To assist you in preparing the required course paper, you can find useful up-to-date company and market information on these websites:

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| www.ft.com | Financial Times |
| www.wsj.com | Wall Street journal |
| www.economist.com | Economist |
| www.bloomberg.com | Bloomberg |

Please Note: The core and the reference texts will be reviewed at the time of designing the semester syllabus

Change Log for this CSD:

| Major or Minor Change? | Nature of Change | Date Approved & Approval Body (School or LTPC) | Change Actioned by Academic Registry |
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