
STRATEGIC MANAGEMENT

Course Title	:	Strategic Management
Course Code	:	MGT604
No of Credits/Term	:	3
Mode of Tuition	:	Sectional
Teaching Hours	:	42 hours / 3 hours per week
Category in Major Programme	:	Elective
Prerequisites(s)	:	Nil
Course Meetings	:	Wednesdays 9:30-12:30, SEK 206
Instructor	:	Dr. Paul Whitla Dept. of Marketing and International Business SEK 101/13 whitla@ln.edu.hk
Office Hours	:	Tuesday 11:00-1:00 Thursday 2:30-4:30

Brief Course Description:

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organisations. The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

Aims:

The course is designed specifically not only to introduce students with key strategy concepts but also aims to help students to integrate and apply their prior learning to various business situations. The course aims to support MSc. programme objectives with solid grounding in ethics, globalization and cross-functional issues.

Learning Outcomes:

On completion of this course, students will be able to:

1. Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
2. Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
3. Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
4. Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
5. Conduct and present a credible business analysis in a team setting.
6. Understand the crucially important role that the HRM function plays in the setting and implementation of an organisation's strategy

Indicative Content:

Strategic Analysis

Strategic management process and concepts, value of vision, mission and corporate objectives, the role of corporate governance and stakeholder management, coherence in strategic direction. External analysis: Porter's Five Forces model, the general environment, the competitive environment, the national environments, and creating the environmentally aware organisation. Internal analysis: value chain analysis, resource-based view of a firm, evaluation of firm performance, the balanced scorecard

and the strategy map.

The Nature of Competitive Advantages and Strategic Formulation

Nature of competitive advantages and sustainability. Different levels of strategy. Low cost, differentiation and focus strategies. Factors affecting a nation's competitiveness. International expansion. International, multidomestic, global and transnational strategies. Creating value and diversification, outsourcing, acquisitions, internal new ventures, international strategic alliances, and restructuring. Horizontal and vertical integration.

Implementation

Strategic leadership, creating a learning organisation and an ethical organisation. Strategic control and corporate governance. Creating effective organisational designs. Managing innovation and fostering corporate entrepreneurship.

Teaching Method:

Class activities will include lectures and in-class exercises such as cases, team discussions, student report-backs and student presentations of projects. The first half of each meeting will typically follow a conventional lecture-based approach covering the chapter materials related to each week's lesson, the second half will normally involve a group exercise, case study or other form of experiential learning.

With this particular subject it is necessary to spend considerable time examining lessons learned from existing companies and the approaches they have taken to the setting and implementation of strategy. For this reason there is a substantial use of case studies within the course – advice on how to analyse cases can be found in the final chapter of the book. Additionally, each week an article from a newspaper or magazine will normally be distributed to serve as the basis for further class discussion.

Integration with HRM and OB

This course will cover all of the areas normally found within a standard MSc level strategic management course. However, care has been taken to integrate the delivery of the course with other modules on this MSc in HRM and OB. The cases chosen for study typically have a significant HRM/OB component and throughout the course care will be taken to consider the impact that a firm's strategy will have on the HRM function and conversely how the activities of HRM impacts the strategy of the firm. Areas of Strategic Management with particular relevance to the HRM/OB professional such as the importance of recognizing the firm's intellectual assets; the role of organization

structure and design; international and ethical strategy; and firm implementation of strategy are covered in significant detail.

Measurement of Learning Outcomes / Assessment:

Mini-Case Study Preparation:

10% of final grade (5% x 2 for 2 best out of 3 cases)

From weeks 6-8 we will use the second half of each class to look at three case studies on the firms Foxconn, Samsung and Zara. In order to have more time to focus on the strategic issues of these cases inside the class, students are asked to thoroughly read through the case and do some additional preparation work beforehand. For the Foxconn and Samsung cases the Lecturer will issue a few questions for each case and you will be required to write up a short response to these questions (maximum three sides single spaced) prior to the class. For the Zara case you will complete the same exercise but on an in-class assessment basis. You will be marked out of five for your response to each case and the best two marks from the three cases you have prepared will count towards your final grade. Note that the questions for Foxconn and Samsung will be used mostly in order to test comprehension of the material in the case; in class we will delve deeper into each case for analytical purposes and seek to propose solutions or appropriate strategic responses for each of the firms covered in the cases.

Participation:

10% of final grade (5% for in-class discussion and 5% for peer review on project)

Participation will be scored primarily on contribution to in-class discussion on the various case studies used throughout the semester. Much of the discussion will be on a small-group basis and participation will be considered based on this small-group work as well as what is contributed in the full-class environment. Attendance will be taken at the start of each class; students who either miss a large number of classes or are habitually late to class will see a reduction in their participation scores.

With regard to the final group project and presentation, each team member will complete a peer review of other team members, rating how they performed and how much they contributed. These peer reviews, together with the lecturer's assessment of how individual students performed in the class presentation will be used to assess the remaining 5% of course participation.

Group Project and Presentation:

30% of final grade

The major in-course assessment for this course requires a complete strategic management analysis of a key strategic decision taken by any firm of your choosing. You will first identify a major strategic decision - normally a major strategic turning point of a firm - and then seek to explain how and why the decision was taken. Such turning points can be identified by looking at a variety of current news and press reports.

You will need to show an understanding of the firm's mission, objectives and stakeholders; the internal and external environments that influenced the decision being made, how this decision fits in with the firm's overall business, corporate and (if relevant) international level strategy; and finally how you think the decision can and should be implemented and the implications of the decision for the firm's control mechanisms.

You will work in teams of five- six that you can self-select. You need to have your choice of strategic decision and company approved by the Lecturer - in cases where more than one team wishes to study the same firm a random draw will be used to decide on which team is allowed to study which company. The firm you choose can be large or small, Chinese, Hong Kong or otherwise in nationality.

Your team will need to prepare both a presentation and a final analysis report. The presentation should cover the most important parts of your analysis and should last a maximum of 25 minutes; there will be an additional 15 minutes Q&A for each team. The final report should be approx. 3,500 words long excluding appendices and must be written in a business report style format, backed up with documentary evidence to support your assertions. Finally, you will be required to complete a peer review assessment of each of your colleague's performance on the project task.

Further details of the requirements for the group project will be distributed separately early within the semester.

Final Exam:

50% of final grade

The final examination will comprise both a short case study and a number of conventional examination type questions. The exam assesses comprehension of, and ability to describe strategic management concepts, theories and principles. Particular emphasis is given to global and cross-cultural issues, social responsibility and ethics. The final examination specifically requires students to apply past learning in addressing the case and examination questions.

Course Materials:

You will need to buy the essential course textbook listed below. We follow the structure and the content of the text fairly closely; we will refer to the text in class at various points and you may on occasion be asked to use material from the text during class

sessions. The text comes complete with an online learning centre at the following address: www.mhhe.com/dess7e here you can find chapter summaries and a selection of both essay-style and multiple choice type questions related to the content of each chapter.

The powerpoint slides, cases and other materials used in class will mostly be available on Moodle. Additional articles and readings may also be distributed in class, so if you miss a class please ask your classmates to obtain a copy of their notes.

Required/Essential Readings:

Dess, G. G., Lumpkin, G. T., Eisner, A. B., McNamara, G. 2013. *Strategic Management: Creating Competitive Advantages*, 7th Edition, McGraw-Hill International Edition, McGraw-Hill/Irwin.

Recommended/Supplementary Readings:

Hill, C. W. L. & Jones, G. R. 2008. *Strategic Management: An integrated approach*, 8th Edition, Houghton Mifflin.

Bartlett, C. A. and Ghoshal, S. 1994. *Changing the role of top management: Beyond strategy to purpose*. Harvard Business Review. November-December: 70-88.

Bhagat, R. S., Kedia, B. L., Harveston, P. D., & Triandis, H. C. 2002. *Cultural variations in the cross-border transfer of organisational knowledge: An integrative framework*. Academy of Management Review, 27(2): 204-221.

Dean, T. J., Brown, R. L., & Bamford, C. E. 1998. *Differences in large and small firm responses to environmental context: Strategic implications from a comparative analysis of business formations*. Strategic Management Journal, 19:709-728.

Hitt, M. A., Freeman, R. E., & Harrison, J. S. (Eds.) 2001. *Handbook of strategic management*. Malden, MA: Blackwell.

Monks, R., & Minow, N. 2001. *Corporate governance* (2nd ed.) Malden, MA: Blackwell.

Porter, M. E. 1996. *What is strategy?* Harvard Business Review 74 (6):61-78.

Powell, T. C. 2003. *Varieties of competitive parities*. Strategic Management Journal, 24(1):61-86.

Stabell, C. B., & Fjeldstad, O. D. 1998. *Configuring value for competitive advantage: On chains, shops, and networks*. Strategic Management Journal, 19:413-437.

Summary Course Outline: Strategic Management 2013-14 Semester 2

Date	Coverage	Chapter
Jan 8	Course Introduction – What is Strategic Management? Ben and Jerry’s Ice Cream: Case Study (not assessed)	1
Jan 15	Mission, Goals and Objectives Company report analysis	1
Jan 22	Analyzing the External Environment of the Firm Video – Michael Porter’s Five Forces Model	2
Feb 12	Analyzing the Internal Environment of the Firm Kirin Beer: Case Study (not assessed)	3
Feb 19	Recognizing a Firm’s Intellectual Assets Ali-baba: Case Study (not assessed) Group Project: Preparation and Guidance	4
Mar 5	Business Level Strategy Foxconn: Case Study (Assessed)	5
Mar 12	Corporate Level Strategy Samsung: Case Study (Assessed)	6
Mar 19	International Strategy Zara: Case Study (In-class Assessed)	7
Mar 26	Strategic Control and Corporate Governance	9
Apr 2	Project Presentations - Groups 1,2 ,3 and 4	
Apr 9	Project Presentations - Groups 5,6,7 and 8	
Apr 16	Managing Innovation: E-strategy Case (not assessed) Strategy Implementation Exercise April 16th Hand in written reports	12
Apr 23	Course Review and Project Feedback Nestle: Case Study (not assessed) Examination Preparation	
Apr 30	CLASSES END	