

BBA 301: STRATEGIC MANAGEMENT 1
FALL 2004

Lecturer: Associate Professor Marc Jones (9850-8453; 'marc.jones@efs.mq.edu.au')

Course Description

The purpose of this course is to equip the student with the ability to approach complex business problems from the cross-functional and multi-dimensional perspective of the general manager.

The process of formulating competitive strategy at the *business-level* requires the systematic analysis of a firm's internal resources and capabilities in conjunction with a structured examination of the various dimensions of its (external) industry and macro-environments. Once this is achieved, management can develop appropriate strategies with which to pursue sustainable competitive advantage in domestic and international markets.

At the *corporate-level*, the key issue is the management of the growth of the firm. Topics addressed in this regard include financing growth, diversification, merger and acquisition analysis, synergy, corporate parenting, governance, strategy implementation, social responsibility and stakeholder management.

Course Objectives

Through the development of various conceptual models and frameworks, students will become proficient at analyzing a firm's relative strengths and weaknesses, the threats and opportunities in its external environment, and the key issues that influence how and where the firm should grow. Case analysis will be used extensively to link concepts and frameworks to real-world examples. Group work will engage students in the challenges of interpersonal communication, task allocation, coordination and control.

Course Text

Hill, C.W.L., G.R. Jones & P. Galvin (2003). *Strategic Management: An Integrated Approach*. Melbourne: Wiley. (incorporates additional package of cases)

Note: various readings will also be placed on Reserve in ERIC or on the course webpage over the semester

Course Assessment

In-class Assignments	5%
Group Project	25%
Midterm Exam	20%
Final Exam	50%

Note: students must Pass the final exam (>49%) to pass course

Provisional Outline of Topics, Readings, and Assignments

Week 1 – Introduction to Strategic Management

Week 2 – Stakeholder Management and Corporate Social Responsibility (Chap 2)
DISCUSSION CASE: Royal Dutch Shell and the execution of Ken Saro-Wiwa

Week 3 – The Strategic Management Process and Case Analysis (Chap 1, C1-C7)
DISCUSSION CASE: Vail Resorts, Inc.

Week 4 – The External Environment I: PESTE Analysis (Chap 3)
DISCUSSION CASE: Woolworths

Week 5 – The External Environment II: Industry Analysis
DISCUSSION CASE: Blockbuster in 2002

Week 6 – The Internal Environment and Competitive Advantage (Chap 4-5)
DISCUSSION CASE: Toyota

Week 7 – Midterm Exam

Week 8 – Business-level Strategy and Competitive Dynamics (Chap 6-7)
DISCUSSION CASE: Wal-Mart Stores, Inc.

Week 9 – International Strategy I: Globalisation and the International Business Environment (Chap 10)
DISCUSSION CASE: The Swissair saga

Week 10 – International Strategy II: The Transnational Corporation (TNC)
DISCUSSION CASE: Kikkoman Corporation in the Mid-1990s

Week 11 – International Strategy III: TNC Strategy and Structure
DISCUSSION CASE: The Body Shop International

Week 12 – Strategic Management and Business Ethics
DISCUSSION CASE: The scaffold plank incident

Week 13 – Review

Group Project Due: Whirlpool Corporation's Global Strategy

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