



COURSE OUTLINE

WINTER 2020

COURSE NAME: Advanced Strategic Management

COURSE CODE: MGMT3313

COURSE DESCRIPTION

Advanced Strategic Management expands the theoretical base, established in the Introduction to Strategic Management course, to examine phases two and three of the strategic management process – Strategy Formulation and Strategy Implementation. The Strategy Formulation segment examines the distinction between Business and Corporate level strategy requirements as well as the need to ensure the chosen strategy meets society’s ethical, social responsibility, and environmental sustainability expectations. As part of the Implementation phase, the course stresses that superior strategy execution is another path to gaining competitive advantage. Coupled with this is the need to ensure the strategist develops the confidence to make decisions and develop sound justifications to support one’s thinking. To this end, the course utilizes a number of case studies and an expanded business simulation that incorporates the development of strategic plans.

Course Credits: 3.00

Pre-requisites: SMGT2256

Equivalent Courses: MGMT356

LECTURER INFORMATION

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LEARNING OUTCOMES

OUTCOME	UPON SUCCESSFUL COMPLETION OF THIS COURSE, YOU WILL BE ABLE TO:
1	Assess the strategic issues confronting a company. The following concepts, skills, and issues are used to support this Outcome: <ul style="list-style-type: none">• Evaluate a company’s resource strengths and competitive capabilities.

	<ul style="list-style-type: none"> • Perform a Value Chain analysis. • Assess the role outsourcing could play for a company. • Analyze a company’s competitive strength relative to industry rivals.
2	<p>Analyze strategic options for competing in foreign markets.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none"> • Illustrate why companies that have achieved competitive advantage in domestic markets opt to enter foreign markets. • Design and execute strategies for entering and competing in foreign markets. • Propose strategic alternatives specifically for emerging markets.
3	<p>Evaluate strategic alternatives for diversified companies.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none"> • Determine the optimum timing for a company to diversify. • Analyze strategies for entering new businesses – acquisition, internal start-up, joint ventures. • Assess value of related and unrelated diversification. • Analyze cross-business strategic fits along the value chain. • Assess the attractiveness of the industries a company has diversified into. • Assess the competitive strength of the company’s business units. • Determine competitive advantage potential of cross-business strategic fits. • Determine the priority ranking of business units based on the competitive strength analysis.
4	<p>Appraise the influence of Ethics, Social Responsibility, and Environmental Sustainability on strategic choices.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <p>Appraise ethical behavior in business as it relates to the ethical standards and norms of the larger society and culture in which a company operates.</p> <ul style="list-style-type: none"> • Identify the principle drivers of ethical strategies and business behaviour. • Illustrate why unethical behaviour can be very costly to a shareholders. • Assess various approaches to managing a company’s’ ethical conduct. • Propose strategies for corporate social responsibility, corporate citizenship, and environmental sustainability.
5	<p>Analyze the specific kinds of human capital, information capital, and</p>

	<p>organizational capital needed to proficiently execute the key elements of a company's business strategy.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none"> • Allocate resources based on strategic priority. • Design policies and procedures to facilitate good strategy execution. • Apply tools for benchmarking best practices and improving value chain activities. • Appraise well-designed incentives for strategies execution. • Evaluate the characteristics of strong/weak cultures, unhealthy cultures, high performance cultures, and adaptive cultures. • Assess way's a company's culture can promote superior strategy execution.
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STUDENT EVALUATION

OUTCOME	ACTIVITY DESCRIPTION	MARKS
1, 2, 3, 4 & 5	Live Case Study	30
1, 2, 3, 4 & 5	Business Strategy Game Simulation	30
1, 2, 3, 4 & 5	Exams 1	25
1, 2, 3, 4 & 5	Exam 2	15
TOTAL		100%

COMPLETION REQUIREMENTS

The minimum passing grade for this course is 50% (D). Please note, however, that minimum grades or Grade Point Averages (GPAs) – term or cumulative - required for transfer, good standing in a program, eligibility for graduation, or requirements for professional designation or professional examination exemption may be higher. Students are strongly encouraged to consult with their academic advisor for more details.

REQUIRED LEARNING RESOURCES

Crafting and Executing Strategy: Concepts
22nd Edition

1260565939 · 9781260565935

By Arthur A. Thompson Jr, A. J. Strickland, John E Gamble
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STUDENT EQUIPMENT AND SUPPLIES

None

DELIVERY METHOD

This course is using a variety of delivery methods, which may include face-to-face, online, or blended teaching platforms. Activities such as collaborative exercises/assignments, seminars, labs, discussion, audio/visual presentations, case studies, and practicums may be used to support learning.

STUDENT RESPONSIBILITY

Enrolment at NAIT assumes that the student will become a responsible citizen of the Institute. As such, each student will display a positive work ethic, assist in the preservation of Institute property, and assume responsibility for his/her education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

EQUITY STATEMENT

NAIT is committed to providing an environment of equality and respect for all people within the learning community, and to educating faculty, staff, and students in developing inclusive teaching and learning contexts that are welcoming to all.

WEEK	Week of	CHAPTERS	TOPICS
		Section A: Introduction and Overview	
1	06.01.2020	Chapter 1:	What is Strategy and Why is it Important
2	13.01.2020	Chapter 2:	Charting a Company's Direction
		Section B: Core Concepts and Analytical Tools	

3	20.01.2020	Chapter 3:	Evaluating a Company's External Environment
4	27.01.2020	Chapter 4:	Evaluating a Company's Resources, Capabilities, and Competitiveness
Section C: Crafting a Strategy			
5	03.02.2020	Chapter 5:	The Five Generic Competitive Strategies
6	10.02.2020	Chapter 6: Chapter 7:	Strengthening a Company's Competitive Position Strategies for Competing in International Markets
7	17.02.2020	Reading Week	
8	24.02.2020	Chapter 8:	Corporate Strategy Midterm Examination #1 (1 – 7)
9	02.03.2020	Chapter 9:	Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy
Section D: Executing the Strategy			
10	09.03.2020	Chapter 10:	Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure
11	16.03.2020	Chapter 11:	Managing Internal Operations
12	23.03.2020	Chapter 12:	Corporate Culture and Leadership
13	30.03.2020		Midterm Examination #2 (8 – 12)
14	06.04.2020		

Percentage	Letter Grade	Grade Point	Descriptor
90–100	A+	4.0	Outstanding
83–89	A	4.0	
80–82	A-	3.7	Excellent
77–79	B+	3.3	
73–76	B	3.0	
70–72	B-	2.7	Good
67–69	C+	2.3	
63–66	C	2.0	Satisfactory*
60–62	C-	1.7	
55–59	D+	1.3	
50–54	D	1.0	Marginal
0–49	F	0.0	Fail
0	WF	0.0	Withdraw Fail