

## **COURSE SPECIFICATION DOCUMENT**

**NOTE:** ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING AB (FORMERLY LTFC).

<b>Academic School/Department:</b>	Business and Economics
<b>Programme:</b>	BA (Hons) Business Administration with Combined Studies  BSc (Hons) Accounting and Finance
<b>FHEQ Level:</b>	6
<b>Course Title:</b>	Competition and Strategy
<b>Course Code:</b>	MGT 6200
<b>Course Leader:</b>	Parviz Dabir-Alai
<b>Student Engagement Hours:</b>	120
Lectures:	
Seminar / Tutorials:	45
Independent / Guided Learning:	75
<b>Semester:</b>	Fall/Spring
<b>Credits:</b>	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: FNN 5200 OR MKT 5200**

### **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:**

Business Administration:

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

Accounting and Finance:

A1, A2, A4, A5  
B1, B2  
C1  
D1, D2, D3

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:  
<http://www.richmond.ac.uk/programme-and-course-specifications/>

**Learning Outcomes:**

By the end of this course, successful students 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:**

1. Direction and goals of an organization
2. Scope and competitive advantage
3. Organization's external environment and immediate competitive market
4. Key drivers, market dynamics, and competitive analysis
5. Organization's culture, resources and competences, and the composition of the value chain
6. Strategic choices including generic strategies of cost leadership and differentiation, diversification, internationalization, and mergers and acquisition.
7. Criteria to evaluate strategic options including risk analysis, feasibility, planning systems, and organizational design
8. Identification of 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 Board (formerly Learning & Teaching Policy Committee) and located at: <http://www.richmond.ac.uk/admitted-students/>

**Teaching Methodology:**

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***

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

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.

***Journals***

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

California Management Review  
Harvard Business Review  
Journal of General Management  
Journal of Management Studies  
Long Range Planning  
Management Decision Making  
McKinsey Quarterly  
Sloan Management Review  
Strategic Management Journal

***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,

