



**M:** Course Objectives / Learning Outcomes

Upon completion of the course the student will be able to:

1. Use strategic thinking about a company, its present position and long-term strategic direction
2. Conduct critical strategic analysis in a variety of industries and competitive situations, in global settings
3. Demonstrate applied skills in crafting business strategies, reasoning strategic options, and the use “what-if analysis”, for risk management
4. Evaluate strategic action alternatives, and make sound strategic decisions
5. Identify and optimize among a range of options managers can take to effectively execute strategy
6. Integrate the knowledge gained in earlier core courses in the Business Administration Degree (BBA) program
7. Integrate the knowledge and skills gained in other business/ accounting courses, show you how the various pieces of the operation fit for strategic positioning and success
8. Conduct an internal analysis to identify the firms’ strengths and weaknesses
9. Assess the company external environment to identify opportunities and threats
10. Identify the best course of actions for corporate strategy implementation and viable financial results
11. Implement the strategic choices and measure the operational outcomes and financial results
12. Evaluate the strategic decisions and their consequences in a comprehensive case review setting
13. Assess how the business units fit together to create harmony for a company to operate in a winning fashion and succeed financially and globally
14. Forecast technological evolution and product /technology obsolescence
15. Assess the role e-commerce and e-platforms in corporate strategy formulation and market positioning
16. Perform managerial tasks associated with implementing and executing company strategies.

**N:** Course Content:

1. Overview of strategic management and competitiveness
2. Review of corporate performance (operational and financial), and the measurement criteria
3. External environment, industry competitiveness, industry players (national and international)
4. Internal resource assessment, corporate strength and core competencies
5. Porter’s generic business level strategies and implementation issues
6. Corporate level strategy formulation, competitive dynamics and competitive response
7. International takeovers, amalgamation, mergers, restructuring, alliances, entry and exit strategies
8. Corporate monitor, control systems
9. Management of financial and operational risks, in international settings
10. Management control and reward systems
11. Corporate innovation, and technological forecasting
12. International trade systems, trade tribunals, trade agreements
13. Restrictive trade practices and their impact on formulating strategic positioning

**O:** Methods of Instruction

Lecture and discussion.

**P:** Textbooks and Materials to be Purchased by Students

1. Hitt, Ireland, Hoskisson, Rowe & Sheppard. *Strategic Management: Competitiveness & Globalization Concepts, Latest Edition*, Nelson Thompson Publishing
2. Hitt, Ireland, Hoskisson, Sheppard & Rowe. *Strategic Management: Competitiveness & Globalization Cases, Latest Edition*, Nelson Thompson Publishing.
3. "The Globe and Mail" - students will be required to buy this newspaper
4. Students are also expected to review / analyze several journals, research reports.

<p><b>Q:</b> Means of Assessment</p> <p>Group written case analysis . . . 30 % Midterm . . . . . 25% Participation . . . . . 15% Individual written case analysis . . .15% Group case presentation . . . . . 15%</p>
<p><b>R:</b> Prior Learning Assessment and Recognition: specify whether course is open for PLAR</p> <p>No.</p>

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