

**Delta International University**  
**Strategic Management MG 5202**  
**With Professor Ginette Boucher**

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Required Textbook: Exploring Corporate Strategy – Text and Cases, 7<sup>th</sup> edition, Johnson, Gerry, Scholes and Whittington, Richard Doh (2005). Prentice Hall, ISBN 0 273 68734 4.

## **Study Schedule**

### **Week 1**

- Read Chapters 1 in assigned textbook – Introduction
  - Understanding the notion and concepts of strategy
  - Strategy and implementation at different levels of the organization
  - The elements of the author's strategic management model

- Read Chapters 2 in assigned textbook –The Environment
  - The macro environment and competitive forces
  - Identifying the strategic customer and market segments
  - Critical success factors and SWOT analysis

## **Week 2**

- Read Chapters 3 in assigned textbook – Strategic Capability
  - What does strategic capability mean and what does it require
  - Strategic efficiency and identifying and managing costs
  - Sustaining strategic advantage
  - How culture impacts the strategic process and sustainability
  - Benchmarking

## **Week 3**

- Read Chapters 4 in assigned textbook – Expectations and Purpose
  - Corporate governance and its role in the organization
  - Stakeholders and their competing interests
  - Culture and context
  - The devolution of the strategic process from vision and mission to execution

- Read Chapters 5 in assigned textbook – Business level Strategy
  - The strategic business unit as an element of the strategic process
  - Competitive forces, how they impact the plan
  - Sustaining advantage

#### **Week 4**

- Read Chapters 6 in assigned textbook – Corporate Level and International Strategy
  - Diversification and decision making
  - Value creation - what is it and how can it be used
  - The strategic evaluation process - where are we and where do we want to go
  - Advantages and disadvantages of the matrix organization
- Read Chapters 7 in assigned textbook – Directions and Methods of Development
  - Product and market development integration
  - Methods used in deployment of strategy
  - The assessment process

#### **Week 5**

- Read Chapters 8 in assigned textbook – Organizing for Success
  - Organizational structure
  - Planning, performance and performance measurement
  - The importance of maintaining relationships to meet objectives
- Read Chapter 9 in assigned textbook - Enabling Success
  - Management and deployment of organizational resources to further the strategic plan
  - How HR development plans ensure successful implementation of the strategic plan
  - How to ensure informed decision making processes
- Efficient deployment of resources to achieve objectives

## **Week 6**

- Read Chapters 10 in assigned textbook – Managing Strategic Change
  - Organizational and change integration techniques
  - identifying change enablers and derailers
  - managing and assessing the change process
  - Organizational leadership and strategy implementation

- The role and influence of organizational culture

## **Week 7**

- Read Chapters 11 in assigned textbook – Strategy Development
  - The use of external consultants and how they work
  - Strategic planning systems
  - Setting up and formalizing the strategic plan

## **Week 8**

Submit the **Final Exam for Assignment no. 4** which will be a 2,000 word essay on a topic to be selected later.

### **Awarding of Grades**

Your final grade in the class will be comprised of 4 components, totalling 100 points:

- Case Analysis-Application of Concepts (3 cases worth 25 points each, total 75 out of 100)
- Final Exam worth 25 points out of the total 100 points for the course

Letter grades will be awarded in accordance with the University regulations, based upon the percentage of points earned out of 100 for the course.

If any assignment is submitted without proper referencing of sources for any ideas that are not the student's own, it will be considered plagiarism, and a grade of zero will be awarded.

Please ensure all sources are cited both in the body of the paper, as well as in a Reference section at the end of the paper, in accordance with APA writing style guidelines ([www.apa.org](http://www.apa.org)).