



Kuwait University
College of Business Administration
Management & Marketing Department



Course Syllabus
MGMT 507 – Strategic Management
Professor Moudi Al-Humoud

Lecture Time and Location

MGMT 507: Wed, 5:00 PM – 7:50 PM,

Contact Information

Location: MGMT Department – 1st Floor – Office No.

Email: moudi.alhumood@ku.edu.kw

Office Hours: By email appointment

Course Description

A graduate course that discusses strategic management concepts and models. The course integrates organization functional areas to strategic planning process. Considerations are given to the environmental and international elements as well as ethical and technological dimensions of decision making related to strategy formation, implementation, and evaluation: case method is an essential tool in teaching the course.

Course Learning Objectives (CLOs)

Upon successful completion of the course, students will be able to:

- CLO1.** Communicate strategic concepts and ideas
- CLO2.** Develop and explain a strategic management framework
- CLO3.** Evaluate the relationship between the macro and the competitive environment
- CLO4.** Analyze strategy formulation in turbulent markets
- CLO5.** Measure a firm’s chances of sustaining a competitive advantage
- CLO6.** Evaluate disruptive innovation as a means of capturing market share

CLO Mapping to CBA Skill Based Competency Goals*

CLO	Competency Goal			
	Analytical	Communication	General Business Knowledge	Business Ethics
1				
2				
3				
4	A	A	R	I

Type of Emphases:

- **(I)ntroduce:** Students will be introduced to the skill and their grasp of it assessed in the course.
- **(A)pply:** The course will not cover the skill. Students should have a high-level grasp of the skill and are required to apply it in the course.
- **(R)einforce:** Students should have an introductory-level grasp of the skill and the course will improve their mastery to a higher level.

* CBA Competency Goals can be found at the end of this document

Required Material

Textbook Henry, Anthony E. Understanding Strategic Management,(4th Edition). Oxford University Press Academic UK, 2021.

Course Requirements and Policies

- **Participation:** The quality of our classroom discussions in large part depends on you and your preparation for class. Participation should include, among other things, (1) presenting case facts, (2) defining the problem, (3) exploring different alternatives, (4) persuasive, thoughtful, integrated analysis supported by the data given in the case, (5) Implementation plan for proposed actions. "Air time" is not nearly as important as meaningful analysis and recommendations supported by data. Remember, for most of these cases, there is no right or wrong answer.
- **Class Preparation – Readings, Videos, and Online Quizzes:** It is very important that students are prepared for each class period. For each class there will be a required reading (case or chapter course pack) or video.
- **Attendance and Participation:** Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on:
http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf
- This course has a significant seminar component and class participation is critical to the learning experience. Participation will be assessed in each class period. Your class participation and attendance will both contribute to your score of in-class performance.
- **Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:
http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf
Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.
- **Writing Style:** Students must refer to MLA writing style for their assignments and report writing. Refer to the English Language Center for help.

Grading

The scores in this course will be the weighted average of the following items:

Weight	Description
5%	Attendance and Participation
15%	Midterm Exam
40%	Case Studies: Group Assignments (4 assignments x 10 points per assignment)
40%	Final Exam
100%	TOTAL

Grade Distribution

Grade	Range
A	≥ 95
A-	≥ 90 and < 95
B+	≥ 87 and < 90
B	≥ 83 and < 87
B-	≥ 80 and < 83
C+	≥ 77 and < 80
C	≥ 73 and < 77
C-	≥ 70 and < 73
D+	≥ 65 and < 70
D	≥ 60 and < 65
F	< 60

Course Outline

Title	Weeks
Part 1, Chapter 1: What is Strategy?	Week 1
Part 2: Strategic Analysis	
Chapter 2: Evaluating the Macro-Environment	
Chapter 3: Industry Analysis	Week 2
Chapter 4: The Organization: Value-Creating Activities	Week 3
Case Study: Aramco	Week 4
Chapter 5: The Internal Environment: A Resource-Based View	Week 5
Part 3: Strategy Formulation	
Chapter 6: Business Strategy	Week 6
Case Study: Aldi	Week 7
Chapter 7: Corporate Strategy	Week 8
Case Study: One Dollar	Week 9
Part 4: Strategy Implementation	
Chapter 9 & 10: Organizational Structure & Strategic Leadership	Week 10
Case Study: TBA	Week 11

Date	Event
14/4/2022	Last day to drop a course
2/6/2022	Last day of classes
TBC	Final Exam

CBA Competency Goals

1. **Analytical Competency:** A CBA graduate will be able to use analytical skills to solve business problems and make a well-supported business decision.

Student Learning Objectives:

- 1.1. Use appropriate analytical techniques to solve a given business problem.
- 1.2. Critically evaluate multiple solutions to a business problem.
- 1.3. Make well-supported business decisions.

2. **Communication Competency:** A CBA graduate will be able to communicate effectively in a wide variety of business settings.

Student Learning Objectives:

- 2.1. Deliver clear, concise, and audience-centered presentations.
- 2.2. Write clear, concise, and audience-centered business documents.

3. **Information Technology Competency:** A CBA graduate will be able to utilize Information Technology for the completion of business tasks.

Student Learning Objectives:

- 3.1. Use data-processing tools to analyze or solve business problems.

4. **Ethical Competency:** A CBA graduate will be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

Student Learning Objectives:

- 4.1. Identify the ethical dimensions of a business decision.
- 4.2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 4.3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

5. **General Business Knowledge:** A CBA graduate will be able to demonstrate a basic understanding of the main business disciplines' concepts and theories.

Student Learning Objectives:

- 5.1. Acquire a fundamental understanding of knowledge from the main business disciplines (e.g. finance, accounting, marketing, and management information systems, among others).