

AMBA 670 Managing Strategy in the Global Marketplace

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Seminar Description

An investigation of strategy, value creation, and value capture in different business contexts. Currently, companies compete simultaneously in domestic, global, and electronic markets. Focus is on developing frameworks and models for understanding the structural characteristics of industries and how companies can achieve sustainable competitive advantage, taking appropriate action in these different, but concurrent, business contexts. An explicitly integrative approach is adopted, building on knowledge of the different functional areas of management gained through previous study.

Seminar Objectives

Upon successful completion of this seminar, the participant should be able to:

1. Assess how firms create value and how they go about building and sustaining competitive advantage in different markets.
2. Assess how firms add value through alliances, mergers and acquisitions, and divestitures.
3. Analyze how business is changing as a result of globalization and technological developments and the implications of these changes for strategy.
4. Employ the tools and techniques of strategic analysis, including frameworks such as industry structure, Porter's five forces model, value chain analysis, portfolio analysis, and e-business models to business case analysis and to one's own organization.
5. Construct business-level and corporate-level strategies in different competitive environments.
6. Assess the strategy-structure options for expanding and/or globalizing firms.
7. Analyze how firms create, acquire, and manage knowledge and innovations within their extended multinational networks.
8. Assess how managers lead strategic change and exercise control in the pursuit of organizational objectives.
9. Analyze corporate-governance issues from the perspectives of shareholders, employees, regulatory bodies, and other stakeholders.
10. Understand the fundamental strategic issues facing major global industries.

Seminar Contents

| Topic | Assignment |
|--|------------|
| Week 1: Introduction to Strategy | IA and CA |
| Week 2: Strategy and Value Creation in Traditional Industries | CA and PA |
| Week 3: Creating Value Through e-Business Strategy | IA |
| Week 4: Creating Value Through Global Strategy | TA |
| Week 5: Business Strategy/Competitive Advantage | TA |
| Week 6: Corporate Strategy | TA and PA |
| Week 7: Strategy and Organization Design | TA and CA |
| Week 8: e-Business Strategy-2 | TA and IA |
| Week 9: Global Strategy-2 | TA |
| Week 10: Innovation/Knowledge Management/: Synthesis and Future Directions | TA and CA |
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Materials to Purchase

MBA Program (used in previous courses)

- Hacker, D. (2003). *A writer's reference* (5th ed.). Gordonsville: Von Holtzbrinck. ISBN 0312412622

You are expected to purchase the texts listed below. You can order these books through the UMUC virtual bookstore (<http://www.umuc.edu/bookstore/bookstore.html>).

AMBA 607

- Grant, R. (2005). *Contemporary strategy analysis* (5th ed.). Malden: Blackwell. ISBN 1405119993
- Govindarajan, V., & Gupta, A.K. (2001). *The quest for global dominance: Transforming global presence into global competitive advantage*. San Francisco: Jossey-Bass. ISBN 0-7879-5721-6
- Lucas, H.C., Jr. (2002). *Strategies for electronic commerce and the internet*. Cambridge, MA: MIT Press. ISBN 0-262-62173-8

Cases

- Yoffie, D.B. & Wang, Y. (2002). *Cola wars continue: Coke vs. Pepsi in the twenty-first century*. Harvard Business School Press. HBS 9-702-442
- Reavis, C., McAfee, A. & Knoop, C-I. (2001). *e-Business@Novartis*. Harvard Business School Press. HBS 9-601-057
- Yoshino, M.Y. & Malnight, T.W. (1992). *Otis Pacific Asia Operations: Regionalization*. Harvard Business School Press. HBS 9-393-010
- Christensen, C.M. & Voorheis, R. (1995). *Managing innovation at Nypro, Inc. (A)*. Harvard Business School Press. HBS 9-696-061