

Asian Institute of Technology
School of Management
Professional Masters in Banking and Finance (PMBF)

Strategic Management and Leadership

Course Objective:

Good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. This course is designed to help managers gain an understanding of the theory and practice in the field of strategic management and leadership. The goal is to give you a thorough understanding of the analytical techniques and tools necessary to identify and formulate strategies successfully, and what skills you need as a leader to implement them. Specifically, the course will focus on two main areas: (i) Strategy Management, including industry and competitive analysis; strategy formulation; and strategy implementation; (ii) leadership, including types and styles of leadership; delegation, communication; team building; and conflict resolution.

Learning Outcomes:

It is expected that this course will enable students to (during and at the end of this course):

1. Develop their capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage
2. Understand the importance of strategic planning and its role within strategic management, and explain the key steps in the strategic planning process
3. Explain the process of corporate and business strategy development to achieve competitive advantage
4. Learn and be able to implement a good strategy by using relevant tools and methods
5. Understand the type of leadership required for running a business in Asian.
6. Identify appropriate leadership styles that will facilitate the implementation of strategic change
7. Assess the leadership skill necessary for business leaders in Asian
8. Assist participants to develop the leadership competencies necessary for their future career development

Catalog Description:

Strategic Management, Competitive Advantages, Leadership, Types, and Styles of Leadership

Pre-requisite(s): None

Course Outline:

I. Strategic Management

1. The concept and process of strategic planning
2. Strategic analysis
3. Strategy formulation and development
4. Strategy implementation
5. Strategic Control

II. Leadership

1. Problem-solving
2. Communication
3. Negotiation
4. Conflict resolution
5. Team building
6. Delegation

Learning Resources:

Textbooks:

Hill, L. W., and Jones, G. R.:

Theory of Strategic Management with cases, Mason, OH, South-Western Cengage Learning (10th Edition), 2012.

Hitt, M. A., Ireland, R. D., and Hoskisson, R. E.:

The management of strategy: Competitiveness and Globalization (Concepts and cases), Mason, OH, South-Western Cengage Learning (8th Edition), 2009.

Duhigg, Charles (2013): The Power of Habit

Lecture notes and handouts provided by the instructor.

Reference Books:

Wheelen, T. L., and Hunger J. D.:



AIT

Asian Institute of Technology



BANKING AND FINANCE

Strategic management and business policy: Achieving sustainability, Boston, MA, Pearson (12th Edition), 2010

Peng, M. W.:

Global strategic management, Mason, OH, South-Western Cengage Learning (2nd Edition), 2009.

Ray, Charles (2008):

Things I learned from my Grandmother about Leadership and Life

Cotterell Arthur, Lowe Roger & Shaw Ian (2006):

Leadership - Lessons from the Ancient World

Goleman, Daniel (1995) What makes a Leader?

Goleman, Daniel (1995) Emotional Intelligence

Zaleznik, Abraham (1992) Managers and Leaders: Are They Different?

Journal and Magazines:

Strategic Management Journal

Harvard Business Review.

Teaching and Learning Methods: lectures, classroom exercises, and presentations, and home assignments.

Time Distribution and Study Load: Specify the number of hours for lectures, tutorials/exercises, laboratory, case study, fieldwork, home study, etc. For every 1 hour lecture, students are expected to spend at least 3 hours of self-study.

Lecture:	30 hours
Tutorials/Exercises:	35 hours
Case study:	15 hours
Home study:	100 hours

Evaluation Scheme:

The final grade will be computed from the following constituent parts:

Mid-term exam:	30%
Final exam:	40%
Assignments:	30%

Open/closed-book examination is used for both mid-term and final exams.

Grading system

Grade	Definition	Grade Points
A	<i>Excellent.</i> Thorough knowledge and mastery of concepts and/or techniques together with a high degree of skill and/or great originality in satisfying the requirements of a piece of work or course.	4.00
B+	<i>Very Good.</i> Thorough knowledge and mastery of concepts and/or techniques together with a fairly high degree of skill in the use of those concepts and techniques in satisfying the requirements of a piece of work or course.	3.50
B	<i>Good.</i> Good level of knowledge or mastery of concepts and/or techniques with a considerable skill in using them in satisfying the requirements of a piece of work or course.	3.00
C+	<i>Near Competent.</i> Level of knowledge or mastery of concepts and/or techniques requires more efforts to satisfy the requirements of a piece of work or course.	2.50
C	<i>Deficient.</i> Level of knowledge or mastery of concepts and/or techniques requires intensive efforts to satisfy the requirements of a piece of work or course.	2.00
D	<i>Highly Deficient.</i> Knowledge or mastery of concepts and /or techniques and understanding of the subject matter unacceptably low.	1.00
F	<i>Failing.</i> Very poor with very limited knowledge or limited mastery and understanding of concepts and/or techniques; comprehension of the subject matter is very limited.	0
I	<i>Incomplete.</i> Course may be completed at a later time without prejudice	-

Instructor(s): Faculty/Visiting Faculty/Adjunct Faculty of School of Management