



**RIGA  
GRADUATE  
SCHOOL OF  
LAW**

### Course Outline

<b>Course number</b>	<b>RBB152</b>				
Course title	Business Strategy				
Credit points	2 LV 3 ECTS				
Total hours	32				
Contact hours	32				
Independent studies					
Course level	Bachelor				
Prerequisites	Introduction to Business				
Category	Mandatory	<b>X</b>	Restricted elective		Free elective

### COURSE RESPONSIBLE

<i>Name</i>	<i>Academic degree</i>	<i>Academic position</i>
Waleed Gumaa	MBA, BA	Lecturer

### COURSE TEACHERS

<i>Name</i>	<i>Academic degree</i>	<i>Academic position</i>
Waleed Gumaa	MBA, BA	Lecturer

### COURSE ABSTRACT

Strategic vision and action are necessary to enhance a company's competitive superiority, achieve superior performance, and improve its value. Business strategy introduces, explains,

and analyses the activities needed to develop, select, implement, and evaluate a firm's competitive strategy. This course is designed to illustrate development, implementation, and reformulation of business strategy. Emphasis is placed on the need for awareness of, and accommodation to, changes in an organisation's internal and external environments.

### GRADING CRITERIA

<i>Criteria</i>	<i>Weighting</i>
Online Quizzes	10%
Mid-term Case Study Exam	30%
Case Study & Presentations	60%

### COURSE REQUIREMENTS

The course will be assessed using 3 methods:

- 1. 4 Quizzes:** Quiz will open after completion of a main subject and will be announced in class. Quizzes will open at 5pm on the day assigned and close 9am the next morning. They are timed based on the number of questions. Missed quizzes cannot be retaken!
- 2. Interim Exam:** Written exam in class. Closed book. You will be given a case study and will answer 2 questions using knowledge gained from the lectures thus far.
- 3. Final Assessment:** The final assessment is group work and consists of a case study made up of 2 parts:
  - a. Presentation** - All team members must present and be involved in the subsequent questions & answers session. Presentations count for 50% of the case grade.
  - b. Report** - The report will count for 50% of the case grade. The specifics of the report will depend on the case assigned.

The case will be assigned in advance in order to give you time to prepare. Groups will be assigned randomly and students must ensure that all participants adhere to good working practises and do their part. The work will be submitted and presented by the team and all members will receive the same mark.

### COURSE PLAN – MAIN SUBJECTS

<i>No.</i>	<i>Main subjects</i>	<i>Planned hours</i>
1	Strategic Management	8
2	Environmental Analysis	8
3	Industry & Competitor Analysis	8
4	Internal Appraisal	8

### COURSE PLAN – SESSIONS

<i>Session</i>	<i>Session subjects and readings</i>	<i>Lecture/ Seminar</i>
1	<p><b>Strategic Management</b></p> <p>The definition of strategic management</p> <p>The 3 phases of the strategic management process</p> <p>Outlining the strategic management process</p>	Lecture
2	<p><b>Strategic Management</b></p> <p>Definition of the guiding philosophy, purpose, mission, objectives</p> <p>Explanation of organisational policies</p>	Lecture & Seminar
3	<p><b>Strategic Management</b></p> <p>Continued</p> <p>Case Framework</p>	Lecture  Quiz 1
4	<p><b>Environmental Analysis</b></p> <p>Understanding environmental analysis</p>	Lecture

<i>Session</i>	<i>Session subjects and readings</i>	<i>Lecture/ Seminar</i>
	Understanding the relationship among environmental analysis, competitive analysis, and internal appraisal  <i>Read: PESTLE Analysis</i>	
5	<b>Environmental Analysis</b>  Characteristics of an organisation's environment  The major steps involved in environmental analysis  <i>Read: PESTLE Analysis</i>	Lecture  Quiz 2
6	<b>Industry &amp; Competitor Analysis</b>  SWOT analysis  Porter's Five Forces Model  Porter's 5 Forces - Threat to Entry; Bargaining Power of Buyers  <i>Read: Porter Chapter 1 – 3 &amp; SWOT Analysis: Strategy Skills.</i>	Lecture
7	<b>Industry &amp; Competitor Analysis</b>  Continued  <i>Read: Porter Chapter 1 – 3 &amp; Five Forces Framework: Strategy Skills.</i>	Lecture
8	<b>Industry &amp; Competitor Analysis</b>  How to assess the competitive positions of rivals.  Threat of Substitutes; Rivalry among Existing Firms  <i>Read: Porter Chapter 1 – 3 &amp; Five Forces Framework: Strategy Skills.</i>	Lecture
9	<b>Industry &amp; Competitor Analysis</b>	Lecture

<i>Session</i>	<i>Session subjects and readings</i>	<i>Lecture/ Seminar</i>
	<p>Understanding the process of industry and competitive analysis</p> <p>Industrial Attractiveness and the Industry Life Cycle</p> <p><i>Read: Porter Chapter 4 – 6 &amp; Five Forces Framework: Strategy Skills.</i></p>	
10	<b>In Class Interim Exam</b>	Mid Term Exam
11	<p><b>Internal Appraisal</b></p> <p>The internal appraisal process</p> <p><i>Read: Porter Chapter 4 – 6</i></p>	<p>Lecture</p> <p>Quiz 3</p>
12	<p><b>Internal Appraisal</b></p> <p>Identifying the 9 areas of internal appraisal</p> <p><i>Read: Porter Chapter 4 - 6</i></p>	Lecture
13	<p><b>Internal Appraisal</b></p> <p>Understanding competencies as a firm's fundamental building blocks</p> <p>Resources and Capabilities</p> <p>The Value Chain</p> <p><i>Read: Porter Chapter 4 - 6</i></p>	Lecture
14	<p><b>Internal Appraisal</b></p> <p>Understanding competencies as a firm's fundamental building blocks</p> <p><i>Continued</i></p>	<p>Lecture</p> <p>Quiz 4</p>
15	<b>Final Case Presentations</b>	Seminar
16	<b>Final Case Presentations</b>	Seminar

## COURSE LEARNING OUTCOMES

This course has the following main learning outcomes:

### Knowledge:

1. The purpose of the course is to help support the creation of a holistic understanding of the firm, about the industry and the competitive environment in which it operates. Students will gain an understanding of the external “forces” that put financial pressure on the firm that could impact profitability.
2. In addition, students, will learn about the firm’s internal resources and how they affect competitiveness in the market.

### Skills:

3. To develop your skills in conducting strategic analysis within a firm and competitive situations and, especially, to employ models taught to gain a strong understanding of the competitive challenges within an industry.
4. Conduct analysis of the firm’s macro environment where influence by the firm is negligible but the forces exerted on the firm are significant.

### Competencies:

5. Develop the capacity to think strategically about a firm as a whole; about its present business position, competitive capabilities, the nature of its strategy and its opportunities for gaining a sustainable competitive advantage.
6. Develop an understanding on how that sustainable competitive advantage may be lost

*By completing the study course and successfully passing examination, the student will be able to:*

<i>Learning outcomes</i>	<i>Evaluation criteria</i>		
	<i>(40-69%)</i>	<i>(70-89%)</i>	<i>(90-100%)</i>
<i>Knowledge</i>	The student has acquired only basic knowledge of the course subject. The student lacks understanding of some	Overall, the student’s knowledge complies with the expectations. However, there are specifics that the student	The student has demonstrated in-depth knowledge and understanding of the

	of the core issues of the course subject.	does not fully understand.	issues related to the course subject.
<b><i>Skills</i></b>	The student has demonstrated only a basic level of skills.	The student has demonstrated good skills.	The student has demonstrated excellent skills.
<b><i>Competencies</i></b>	The student can apply the knowledge only at a basic level. The student struggles with assessment and evaluation of strategic issues. The student can identify the some of the issues but not enough to make a thorough assessment using the models and cannot apply them correctly.	The student can apply the knowledge at a reasonably good level. However, the student does not have the necessary level to be able to fully apply the acquired knowledge independently. The student may struggle with some more abstract models and their application.	The student is able to apply the knowledge independently and correctly. The student can assess and evaluate complex and abstract issues, identify the relevant issues, and correctly apply the right tools to come up with a sound solution.

*Please analyse the contribution of defined grading criteria to learning outcomes. Number of grading criteria and learning outcomes should correspond to previously defined one.*

<b>Grading criteria</b>	<b>Learning outcomes</b>					
	<b>1.</b>	<b>2.</b>	<b>3.</b>	<b>4.</b>	<b>5.</b>	<b>6.</b>
Online Quizzes	X	X				
Mid-term Case Study Exam			X	X		
Case Study & Presentations			X	X	X	X

## **COURSE LITERATURE**

### *Compulsory literature*

<b>No.</b>	<b>Author, year, title, publisher</b>
1	Porter, Michael E. (1998) <i>Competitive Advantage: Creating and Sustaining Superior Performance</i> . The Free Press.

### *Additional literature and sources*

<b>No.</b>	<b>Author, year, title, publisher</b>
1	Team FME (2013). <i>PESTLE Analysis: Strategy Skills</i> .
2	Team FME (2013). <i>SWOT Analysis: Strategy Skills</i> .
3	Team FME (2013). <i>Five Forces Framework: Strategy Skills</i> .