

## ADVANCED LEVEL II (AL-II)

### Course Title

### Business Strategy (BST)

Knowledge Pillar	Level	Course Title	Course Code	Total Marks
Management & Business Strategy [MBS]	Advanced Level II	Business Strategy (BST)	MS351	100

### *Syllabus Structure*

The syllabus comprises the following topics and study weightings:

Segment	Segment Title	Weight
A	Overview of Strategy	10%
B	Strategic Analysis	20%
C	Strategic Choice and Implementation	25%
D	Performance Management and Control	25%
E	Business Strategy for CMAs (Bangladesh Aspect)	10%
F	Cases on Business Strategy	10%

### *Course Description*

This course provides a holistic understanding of how an organization analyses, develop and implement business strategy including overall business planning process overview with professional and ethical implications. This course will also drive focus on the competitive market strategic decision-making process, both from Bangladesh and global aspect with emphasis on the Cost and Management efficiency and business ethics.

### *Course Objectives*

The objectives of this course are:

1. analyze and identify the external environment and internal strategic capability;
2. evaluate the consequences of strategic choices; recommend strategies to achieve stakeholder objectives;
3. critically analyze corporate level and business level strategies for organizational success and recommend appropriate methods of implementing strategies;
4. understanding of strategic control systems and the desirable attributes of strategic;
5. performance measures and techniques;
6. monitoring strategic performance and manage business risks; and
7. Understanding why well coated strategies fail and strategic retreat.

### *Course Learning Outcomes*

On successful completing this course, the aspiring professional accountants will be able to:

1. link organizational steps, objectives, goals, mission and vision with organizational strategy;
2. understand the role of CMA in crafting strategy;
3. evaluate the strategic significance of different internal and external factors for competitive advantage;

4. craft strategy considering associated risks, environmental changes, product life cycle, strategic options, information systems and other relevant factors;
5. deploy strategic control systems including strategic performance measures and techniques;
6. describe the implications of ethical principles and responsible management practices in today's competitive business environment; and
7. comprehend the strategy for change management resulting competitive advantage in today's dynamic business environment.

### DETAILED CONTENTS

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
A. Overview of Strategy (10 Marks)	A1. Introduction to Planning and Strategy	R, U, AP	<ul style="list-style-type: none"> <li>• What is strategy;</li> <li>• Purposes of Strategy;</li> <li>• Types of Strategy;</li> <li>• Levels of Strategy;</li> <li>• Approach to strategy formulation;</li> <li>• Strategic Planning;</li> <li>• Importance of Planning;</li> <li>• Strategic Planning vs. Strategic Management;</li> <li>• Benefits and criticism of strategic planning.</li> </ul>	Upon successful completion, students shall be able to: <ol style="list-style-type: none"> <li>1. recognize the importance of crafting strategies in competitive business environment.</li> </ol>	50%
	A2. Business Strategies	R, U, AP, AN, E	<ul style="list-style-type: none"> <li>• Vision, Mission, Goals and Objectives of Business;</li> <li>• Business KPIs;</li> <li>• Roles of Cost and Management Accountants in Strategic Management;</li> <li>• Mintzberg's deliberate and Emergent Strategies;</li> <li>• Positioning vs. Resource based view of Strategy;</li> <li>• Strategic Planning Horizon;</li> <li>• Strategy and Ethics;</li> <li>• Sustainable strategies;</li> </ul>	<ol style="list-style-type: none"> <li>2. link vision, mission, goals and objectives in the process of formulating strategy;</li> <li>3. illustrate the role of CMAs in developing sustainable strategies;</li> <li>4. compare and contrast different views about strategies.</li> </ol>	50%
B. Strategic Analysis (20 Marks)	B1. External Environment Analysis	R, U, AP, AN, E, D	<ul style="list-style-type: none"> <li>• Evaluate Organization's purpose;</li> <li>• Nature of Business Environment;</li> <li>• Importance of understanding business environment;</li> <li>• Environmental dynamics;</li> <li>• Scenario Planning.</li> </ul>	<ol style="list-style-type: none"> <li>5. recognize and analyze the external factors which may have strategic significance;</li> <li>6. understand business environment in global and</li> </ol>	35%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
			<ul style="list-style-type: none"> <li>• PESTEL Analysis;</li> <li>• Analysis of External Factors - Sustainability including natural capital and climate change;</li> <li>• Macroeconomic forces;</li> <li>• Cultural environment;</li> <li>• Stakeholder impact;</li> <li>• Markets for finance;</li> <li>• Labor and other resources;</li> <li>• Government policies, Supply chain factors;</li> <li>• Technology developments;</li> <li>• Digital technology including those relating to automation and intelligent systems;</li> <li>• International business context - international trade;</li> <li>• Financial systems and Global economic factors; Globalization;</li> <li>• Geopolitics;</li> <li>• Limits of Globalization of Business;</li> <li>• Environment Analysis – Bangladesh aspects.</li> </ul>	Bangladesh perspectives.	
	B2. Industry and Market factor Analysis	R, U, AP, AN, E, D	<ul style="list-style-type: none"> <li>• Definition of industry and market;</li> <li>• Industry Life Cycle;</li> <li>• Strategic Implications of Industry Life cycle;</li> <li>• Porter’s Five Forces Approach for strategic analysis;</li> <li>• Limitations of five forces model;</li> <li>• Competitions in different types of industry;</li> <li>• Industry Segments and Strategic groups;</li> <li>• Product Life Cycle and international activities.</li> </ul>	7. understand the impacts of different stages of industry life cycle in crafting strategies to deliver competitive success.	30%
	B3. Internal Environment Analysis	R, U, AP, AN, E, D	<ul style="list-style-type: none"> <li>• Factors affecting business ability-Resources;</li> <li>• Competences and Capability;</li> </ul>	8. identify significant internal factors affecting business ability to achieve	35%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
C. Strategic Choice and Implementation (25 Marks)			<ul style="list-style-type: none"> <li>• Critical Success Factors (CSF);</li> <li>• Core Competences;</li> <li>• Distinctive Competences;</li> <li>• Benchmarking competences;</li> <li>• Resource Audit;</li> <li>• Limiting Factors Analysis;</li> <li>• Value Chain Analysis – Cost Drivers and Value Drives;</li> <li>• Value System;</li> <li>• Outsourcing Value Activities;</li> <li>• Supply Chain management;</li> <li>• Networks and Global Business;</li> <li>• Development of Product-Service Portfolio;</li> <li>• BCG Matrix;</li> <li>• Shortcoming of BCG Matrix;</li> <li>• Corporate Appraisal (SWOT Analysis);</li> <li>• Weirich’s TOWS Matrix, GAP Analysis;</li> <li>• Strategic movement towards GAP minimizing.</li> </ul>	its chosen strategy; 9. utilizing different tools and techniques to develop matrix for evaluating factors and formulation of strategies.	
	C1. Strategic Options	R, U, AP, AN, E, D	<ul style="list-style-type: none"> <li>• Broad categories of strategies;</li> <li>• Choice and development of Generic Competitive Strategies (Porter’s 3 Generic Strategies and Bowman’s strategic clock);</li> <li>• Difficulties on implementation of competitive strategies;</li> <li>• Ansoff’s Matrix for Product-market strategy development.</li> </ul>	10. identify and evaluate the alternative competitive strategies available to a business in a given scenario; 11. design and develop product and market related strategies.	15%
	C2. Product/Service-Market Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Concept of Market and Marketing;</li> <li>• Market Segmentation;</li> <li>• Targeting and Positioning;</li> <li>• Behavioral aspects of Buyers and Customers;</li> </ul>	12. evaluate the relationship between strategy and the product life cycle; 13. identify and	15%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
			<ul style="list-style-type: none"> <li>• Branding and Brand equity;</li> <li>• Marketing Mix (Product, Price, Place and Promotion) for products and services;</li> <li>• Marketing strategies for Digital and Sustainable Marketing;</li> <li>• Roles of Marketing Mix and Limitations of Marketing Mix;</li> <li>• Relationship marketing.</li> </ul>	utilize tools and techniques to gain maximum competitive advantage through placing products and services in market.	
	C3. Business Structure Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Overview of business structure;</li> <li>• Different organizational structures;</li> <li>• Advantages and disadvantages of different organizational structures;</li> <li>• Centralization vs. Decentralization;</li> <li>• Mintzberg's theory of organizational configuration;</li> <li>• Divisionalised organizations;</li> <li>• Relationship between strategy and structure;</li> <li>• Aligning business structure for a given strategy;</li> <li>• Governance and Strategy;</li> <li>• Behavioral theories of decision making;</li> <li>• Model for rational decision-making process.</li> </ul>	14. understand the Importance of business structure for developing competitive strategies. 15. identify and evaluate alternative business structures and recommend appropriate structure for a given strategy.	15%
	C4. Development Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Concept of "Growth" and methods of growth for business;</li> <li>• Different types of growth options for business (Merger, Acquisitions, Joint Venture, Alliance, Licensing and franchising);</li> <li>• Outsourcing;</li> <li>• Divestment and rationalization;</li> <li>• International expansion.</li> </ul>	16. identify and evaluate different growth options for business along with pros and cons of each option; 17. designing appropriate growth strategies for sustainable business expansion.	15%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
	C5. Information and Technology Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Strategic values of Information and Information Technology in business;</li> <li>• Levels of information in the organization;</li> <li>• Benefits and Qualities of good information;</li> <li>• Strategies for dealing with IS/IT related issues and risks;</li> <li>• Knowledge management.</li> </ul>	18. understand the value of information for competitive advantage and in strategy design; 19. identify key changes needed in information system to cope with advancement in technology system along with associated risks.	10%
	C6. Change Management Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Change Management;</li> <li>• Need for an organization to change;</li> <li>• Triggers for organizational change;</li> <li>• Change processes in organizations;</li> <li>• Different approaches of change;</li> <li>• Force Field Analysis;</li> <li>• Implications of changes on the individuals;</li> <li>• Managing resistance to change;</li> <li>• Change management and Strategy implementation;</li> <li>• Project Management;</li> <li>• Role of Project Manager in strategic development;</li> <li>• Re-engineering and innovation;</li> <li>• Lean Management and its benefits.</li> </ul>	20. evaluate the role of change management in implementing strategic change; 21. identify the key steps in the change management process.	15%
	C7. Risk Management Strategies	R, U, AP, AN, E, C, D	<ul style="list-style-type: none"> <li>• Meaning of “Risk” in business context;</li> <li>• Risk vs. uncertainty;</li> <li>• Types of Risks;</li> <li>• Sources of Risks;</li> <li>• Risk Management Strategy;</li> <li>• Identification of Risks;</li> <li>• Description of risks;</li> <li>• Risks measurement</li> </ul>	22. compare and contrast different types of risks in a business context; 23. identify, assess and mitigate risk involved in strategic decisions and outcomes;	15%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
D. Performance Management and Control (25 Marks)			techniques; • Strategic risk treatments; • Risk Disclosure;	24. understand the importance of enterprise-wide risk management for gaining competitive advantages.	
	D1. Evaluation of strategies and performance measurement	R, U, AP, AN, E, C, D	• Evaluation criteria for assessing strategic options; • MIT approach for identifying and evaluating CSFs; • Key Performance Indicators (KPIs); • Guidelines for designing strategic control systems; • Audit of key resources and capabilities required to implement strategy; • The function of strategic control; • Level of control, Matching structure and resources to strategy; • Different Strategic Performance measurement techniques (Both Financial and Non-financial);	25. identify approaches to evaluate performance of strategies and designing control systems in terms of functions, levels and other dimensions; 26. understand the role of contingency planning in strategic control and review.	70%
	Re-imagining Strategy: Failure and Renewal of Strategy	AN, E, C, D	• What does successful strategy look like? • Success factors of strategy Why strategy execution fails; • How can they be avoided? • What is strategic renewal? • When strategy renewal is needed? • How strategy renewal to be done? • Leading a strategic transformation;		30%
E. Business Planning and Strategy for Cost and		R, U, AP, AN, E, C, D	• Corporate Social Responsibility and sustainability; • Not-for-profit	27. understand the role of cost and management accountant in	100%

Parts	Topics	Level of study required	Subtopics	Learning outcomes of topics	Probable weight
Management Accountants (Bangladesh Aspect) (10 Marks)			organizations and Public Sector organization; <ul style="list-style-type: none"> <li>• Business Ethics;</li> <li>• Ethical Marketing;</li> <li>• Corporate Governance and related compliance strategy;</li> <li>• Disaster recovery Plan, IT Emergency response plan;</li> <li>• Business Planning and Strategy in dealing Big data analytic, Process automation, Artificial intelligence, Data; visualization, Blockchain, and other emerging issues;</li> <li>• Real life Strategy formation protocol in different industries in Bangladesh;</li> <li>• GAP between real life strategy formation process vs. Theoretic norms;</li> <li>• How Strategy formation role out in Multinational environment.</li> </ul>	the strategy development and implementation processes and contemporary practices/issues in perspective of Bangladesh.	
F. Case Study on Business Strategy (10 Marks)		AN, E, C, D	<ul style="list-style-type: none"> <li>• Case Studies on Business Strategy by Harvard Business Schools and MIT Solan School of Management.</li> </ul>	28. analyze cases in the area of business strategy and recommended decisions.	100%

### **Recommended books and Learning Materials**

#### **Primary Textbook**

1. ICMAB. (2021). ICMAB Learning Manual for Business Strategy.

#### **Recommended Textbook (Latest Edition)**

1. Hill, C. W. L., Schilling, M.A., & Jones, G. R. (2020). *Strategic management: Theory and cases: An integrated approach*. (13<sup>th</sup> ed.). Cengage.
2. Hitt, M. A., Ireland, R. D. & Hoskisson, R. E. (2019). *Strategic management: Concepts and cases: Competitiveness and globalization*. (13<sup>th</sup> ed.). Thomson South-Western.
3. Thompson, A. A., Peteraf, M. A., Gamble, J.E., & Strickland, A. J. (2020). *Crafting and executing strategy: The quest for competitive advantage: Concepts and cases*. (23<sup>rd</sup> ed.). McGraw Hill Education.

#### **Reference Books/Other Learning Materials (Latest Edition)**

1. David, F. R., & David, F.R. (2016). *Strategic management: A competitive advantage approach*. (16<sup>th</sup> ed.). Pearson.



2. Institute of Chartered Accountants in England and Wales. (2017). *Study manual on business strategy and technology*. (11<sup>th</sup> ed.).
3. Chartered Institute of Management Accountants. (2019). *Study manual on strategic management*.
4. Institute of Cost and Management Accountants of Pakistan. (2018). *Study manual on strategic management*.
5. Certified Management Accountants of Sri Lanka. (2017). *Study manual on business strategy and risk management*.

## BPS Course Mapping

PrOs	POs	POs	CLOs	CLOs	TLOs
PrO1	2	PO1	1, 5	CLO1	2, 7, 11, 13, 16, 19, 25
PrO2	1	PO2	1, 3	CLO2	3, 27
PrO3	3, 6	PO3	6	CLO3	4, 5, 6, 8, 9, 12, 14, 15, 16, 18, 22
PrO4	4	PO4	3, 4	CLO4	7, 10, 11, 13, 15, 17, 19, 23, 24
PrO5	5	PO5	4, 5	CLO5	25, 26
PrO6	4	PO6	2	CLO6	1, 2, 3
PrO7	5, 7	PO7	7	CLO7	1, 6, 20, 21

Here, PrOs = Program Objectives; POs = Pillar Objectives; CLOs = Course Learning Outcomes; TLOs = Topic Learning Outcomes.