

# School of Professional Advancement

## Course Outline

Course Title                      Building Sustained competitive Advantages

Course Type:                      Foundational

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### **Course Description& Format**

Building sustained competitive advantage lies at the heart of organizational success. If the organization is not doing ‘things’ different and better than the competition, it is not expected to remain long in business.

This course is aimed at inculcating sustained competitive advantage (SCA) building skills in students. As you will out it is almost an impossible task to transfer these skills because they are so elusive, inimitable and contextual in nature. But my aim of developing and including the course as one of the Foundation courses at SPA will be served if students can realize the difficulty just mentioned. Along with realization they would have developed some theoretical and hands-on knowledge to at least be prepared to face this most necessary task once they join or go back to work in organizations.

Many traditional texts will treat SCA is part of strategic management which is functionally right but limits the enormous scope of the art and science of building SCA. The course pack for this course is therefore a careful mix of both applied and academic readings exposing students to the complexities and non-linearity involved in building SCA.

### **Course Instructional Objectives**

1. The main instructional goal is to familiarize students with complex nature of SCA
2. This will be achieved through lectures, in-class activities and corporate sessions
3. Students will be exposed to fields beyond traditional strategic management. These fields would include (but not limited to) cognitive psychology, organizational learning, knowledge creation and management and complexity theory as applied in organization theory and management.

### **Course Student Objectives**

1. Students will learn the theoretical and conceptual framework of building SCA.
2. The main student objective however is to develop SCA building attitude, capabilities and competencies in them.

### **Course Contents**

Following is the session-wise breakup of the course:

#### **Session 1& 2: Introduction**

One-to-one introduction

Course Introduction, Teaching & Assessment Methodology

Distribution of Course Outlines

Discussion on Course Outline

Setting up of Norms

Dividing the class in Study Groups which will remain intact till the completion of the course

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Brief discussion on SCA of individual students in the class  
A Brief introduction to history of SCA

### **Session 3: Competitive Sphere**

Defining Comparative Advantage and Competitive Advantage  
David Record and Adam Smith Perspective

#### **Reading 1, Case Study: Boeing and Airbus: A Global Competitive Battle over Supremacy in Producing Commercial Aircraft**

Underpinning theories  
Cases for Discussion

The global competitive landscape is changing: How organizations are changing their action plan with impending changes in their environment.

#### **Learning Outcomes**

The session is about providing the basic understanding of the CA and SCA and providing primary level theoretical soundness to the concepts of student pertaining to SCA.

### **Session 4: Competitive Environment**

#### **Reading 2: The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis**

*Cases for discussion (5 marks)*

#### **Learning Outcomes**

The session is dedicated for understanding the competitive environment for organization. Students will know the techniques to understand and scan the organizational environment

### **Session 5: Analyzing the Internal Organization; core competencies**

#### **Reading 3: The Challenge of Analyzing the Internal Organization**

Case Study: Hyundai Cars: The Quality Is There, So Why Aren't the Cars Selling?

#### **Learning Outcomes**

It is the internal environment of the organization which makes foundations for SCA. In this session students will learn methods to scan the internal environment and understand the core competencies which lead to SCA.

### **Session 6: Competitive Advantage and competition:**

#### **Reading 4: Competitive Rivalry and Competitive Dynamics**

*Cases for discussion (5 marks): Competition Between Hewlett-Packard and Dell: The Battle Rages On*

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### **Learning Outcomes**

The session will explore the dynamics of competition and will provide the underpinning strategies to cope the upheld competition.

### **Session 7: Porter Diamond Model**

#### **Reading 5: Research Article, Technology, International Business and Porter's "Diamond": Synthesizing a Dynamic Competitive Development Model, By: R. Narula**

### **Learning Outcomes**

This session is about understanding porter diamond model in wider context of firms rivalry and competition conditions. The session will highlight the important elements of diamond model which provide the base for firms/sector/and country level competitiveness.

### **Session 8: Porter Diamond model**

#### **Reading 6: Same**

*Article for discussion (5 marks)*

### **Learning Outcomes**

Same as above

### **Session 9: Building Competitive Advantage through Business-Level Strategies**

#### **Reading 7: Case Study: Competition between Hewlett-Packard and Dell: The Battle Rages**

*Cases for discussion (5 marks)*

### **Learning Outcomes**

In this session the students will learn factors that must be considered if an organization is to develop a business-level strategy for competing in the industry.

### **Session 10: The Internal Environment: Resources, Capabilities, Competencies, and Competitive Advantage**

#### **Reading 8: Same**

### **Learning Outcomes**

This session will serve as a reminder that no competitive advantage lasts for ever if only externalities are considered. Because competitive advantages are not sustainable for ever, firms must exploit their current advantages while simultaneously using their resources and capabilities to form new advantages that can lead to future competitive success.

### **Session 11: Building Competitive Advantage through People**

#### **Reading 9: Same**

*Reading discussion (5marks)*

Question: How the writers tackle the question that human, not financial, capital must be the starting point and ongoing foundation of a successful strategy?

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### Learning Outcomes

The main learning outcome of this session revolves around the question posed above to the students.

### Session 12: The Influence of Tacit Knowledge and Collective Mind on Strategic Planning

#### Reading 10: Same

*Reading Discussion (5 marks)*

Question: How does Tacit Knowledge help explain SCA of a company?

### Learning Outcomes

Students learn some fundamental concepts about tacit knowledge and how it build the notion of collective mind in organizations. They also learn how to link up these concepts with strategic planning.

### Session 13: Tacit Knowledge as a source of Competitive Advantage in Local Cottage Industry

#### Reading 11: Same

*Reading Discussion (5 marks)*

### Learning Outcomes

This session reinforces the above session's learning objective and also exposes students to the tacit knowledge as an empirical construct.

### Recommended Book (s) & Text:

Strategic Management Cases and Concepts By Fred R. David 9<sup>th</sup> Edition

The reading material will be uploaded on UMT-LMS Moodle periodically.

**E-Resources:** <http://moodle.umat.edu.pk>

### ASSESSMENT METHODOLOGY

Class Participation	25
Quizzes	15
In-Class Activities / Class Work / Case Studies	10
Project/Presentation	25
Final Term Exam	25
Total	100

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### CALENDAR OF ACTIVITIES

<b>Session</b>	<b>Sub-Topic</b>	<b>Readings</b>	<b>Activities</b>
1	Introduction		
2	Introduction	Same as given in respective session	
3	Competitive Dynamics	Same as given in respective session	
4	<b>Competitive Sphere</b>	Same as given in respective session	Yes
5	<b>Competitive Environment</b>	Same as given in respective session	
6	<b>Analyzing the Internal Organization; core competencies</b>	Same as given in respective session	Yes
7	<b>Competitive Advantage and competition:</b>	Same as given in respective session	
8	<b>Porter Diamond Model</b>	Same as given in respective session	Yes
9	<b>Porter Diamond Model</b>	Same as given in respective session	Yes
10	<b>Building Competitive Advantage through Business-Level Strategies</b>	Same as given in respective session	Yes
11	<b>The Internal Environment: Resources, Capabilities, Competencies, and Competitive Advantage</b>	Same as given in respective session	Yes
12	The Influence of Tacit Knowledge and Collective Mind on Strategic Planning	Same as given in respective session	Yes
13	Tacit Knowledge as a source of Competitive Advantage in cottage industry		