Course title: Strategic Management
Course code: (GI) MGMT 3003 BRGE
Programs offering course: Global Architecture and Design, Berlin Open Campus Block
Open Campus Track: Business
Language of instruction: English
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Fall Block II 2020

Course Description
This course introduces the concept of strategic management through case analyses, and considers the basic direction and goals of an organization, the environment (social, political, technological, economic, and global factors), industry and market structure, and organizational strengths and weaknesses. The aim of this course is on the strategic management of the company in a dynamic global context. Strategic Management combines the knowledge and skills of the highest levels of management and corporate management in the long term and is considered the key to success. The study of the external environment and internal resources and capabilities of the company, in order to guide strategic decisions, will be addressed. The course will be based on readings and case studies of companies around the world, with special attention to regional and national contexts.

Learning Objectives
By completing this course, students will:

- Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm’s core competencies.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
- Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively.

Course Prerequisites
Students should have completed a level 2000 class in management.

Methods of Instruction
The course will be taught using lectures, seminars, case study discussions, group presentations, as well as field trips to local venues, sites, and businesses or organizations. Classroom activities will involve group work and critical discussion groups considering challenges facing strategic management in industry today. Invited guest speakers or business leaders will aid the local application of the learning objectives of this course.

Assessment and Final Grade
1. Summary Papers 10%
2. Written Case Analysis 20%
3. Team Project 25%
4. Final Exam 25%
5. Participation 20%
TOTAL 100%

Course Requirements
Summary Papers
There are two summary papers due on the last day of class in weeks 2 and 4, respectively. These should be a
Written Case Analysis

Each student will be required to complete a written analysis of a case. It should be no longer than 2000 words in length, double spaced. In order to receive feedback, form the professor and their peers, students should hand in a first draft half way through the semester and a second draft within the last two weeks of the semester. The draft submission will be worth one quarter of the assignment grade.

Team Project

You will prepare a strategic analysis of an existing company as part of a group. You will apply the concepts, analytical tools and frameworks of this course to analyze the firm's external and internal environments, identify its strategic options, and present a set of recommendations to maximize the firm's long-term performance. Students are expected to identify key topics: competitive advantage, core competence, strategic groups, diversification, boards of directors, ethics, social responsibility/conscious capitalism, etc. The project will be presented in the fifth week of class, and shall be 15 minutes long.

Final Exam

It will be a two-hour comprehensive exam covering all of the modules and related material (lectures, cases, readings etc). The exam will consist of 2 essay based questions and 2 short essay based questions.

Participation

Participation is valued as meaningful contribution in the digital and tangible classroom, utilizing the resources and materials presented to students as part of the course. Meaningful contribution requires students to be prepared in advance of each class session and to have regular attendance. Students must clearly demonstrate they have engaged with the materials as directed, for example, through classroom discussions, online discussion boards, peer-to-peer feedback (after presentations), interaction with guest speakers, and attentiveness on co-curricular and outside-of-classroom activities.

Attendance

Regular class attendance is required throughout the program, and all absences will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for Open Campus and Short Term programs, absences that constitute more than 10% of the total course will result in a written warning.

Students who transfer from one CIEE class to another during the add/drop period will not be considered absent from the first session(s) of their new class, provided they were marked present for the first session(s) of their original class. Otherwise, the absence(s) from the original class carry over to the new class and count against the grade in that class.

For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent.

Attendance policies also apply to any required co-curricular class excursion or event, as well as to any required field placement. Students may not miss placement/work hours at an internship or service learning site unless approved in advance by the Academic Director and placement supervisor. All students must complete all of the requisite 100 minimum work hours on site at the internship or service learning placement to be eligible for academic credit.

Students who miss class for personal travel, including unforeseen delays that arise as a result of personal travel, will be marked as absent. No make-up or re-sit opportunity will be provided.

Attendance policies also apply to any required class excursion, with the exception that some class excursions cannot accommodate any tardiness, and students risk being marked as absent if they fail to be present at the appointed time.

Absences for classes will lead to the following penalties:
<table>
<thead>
<tr>
<th>Percentage of Total Course Hours Missed</th>
<th>Minimum Penalty</th>
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<tbody>
<tr>
<td>Up to 10%</td>
<td>Participation graded as per class requirements</td>
</tr>
<tr>
<td>10 – 20%</td>
<td>Participation graded as per class requirements, 3% grade penalty &amp; written warning</td>
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<tr>
<td>More than 20%</td>
<td>Automatic course failure, and possible expulsion</td>
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N.B. Course schedule is subject to change due to study tours, excursions, and local holidays. Final schedules will be included in the final syllabus provided to students on site.

**Weekly Schedule**

**Week 1**

Class: 1.1 Introduction to Class

The concept of strategy, strategic levels, the strategy management process; Strategic Management in different contexts.

Case study: *Electrolux*

Chapter 1, sections 1.1, 1.2, 1.5 of: "Dirección estratégica" Johnson, Scholes y Whittington 7th edition

**Week 2**

Class: 2.1 Strategic Goals

Govern Strategy, Corporate and Social Responsibility, and Expectations of "stakeholders".

Case study: Manchester United, 8


Class: 2.2 Environmental Analysis (I)

Macroenvironment: PESTEL, key drivers of change, scenarios

Case study: Analysis of the passenger air transportation sector in Europe


**Due Date for submission of first summary paper**

**Week 3**

Class: 3.1 Environmental Analysis (II)

Microenvironment: Competition and expand rivalry analysis. Porter five forces analysis model.

Case study: Reconfiguration of the glass container industry in Spain: structure and strategy
Class: 3.2 Competition and Market

Strategic groups, segmentation, direct competitors and strategic client

Case study: Uniclo challenges Zara.


**Due date for draft of Written Case Analysis.**

**Week 4**

Class: 4.1 Resource and Capability Analysis (I)

Classification, value chain. Evaluating Resources and Capabilities

Case study (units 6 and 7): The case of 7-eleven.


Class: 4.2 Resource and Capability Analysis (II)


**Due date for submission of Written Case Analysis**

**Week 5**

Class: 5.1 Business Strategy

Competitive advantage; basis, sustainability, competition and collaboration.

Case study: The case Rolls-Royce.


Class: 5.2 Corporate Strategy

Process of development. Portfolio matrix. Students will coordinate in small groups the running order of their speakers / performers


**Due date for submission of group projects**

**Week 6**

Class: 6.1 Competitive Strategy


Case study: Virgin Group


Class: 6.2 Final Exam

**Final Exam Due**
Course Materials

Readings
