CIEE Barcelona, Spain

Course title: Strategic Management
Course code: MGMT 3003 BASP
Programs offering course: Business and Culture, Economics and Culture
Language of instruction: English
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Spring 2021

Course Description

The primary goal of this course is to give students a comprehensive understanding of the issues and techniques of strategy exploring hot topics in cutting-edge issues such as competition, corporate governance, innovation and entrepreneurship and strategy in practice; engaging them with key debates and the different strategy lenses to get new perspectives; critically analyzing business cases that will enhance their learning and give an extra edge to their course work. This immersive simulation lets students gain experience of making real strategic decisions and answer the following questions: Why study strategy? Why strategy is so important for business. Where are the internal and external limits of strategy? How to craft business strategies for dynamic contexts? How to harmonize successful strategies and good corporate governance in the new millennium?

Learning Objectives

By completing this course, students will:

- Examine an organization’s position in the external environment and conclude what opportunities and threats the firm is facing.
- Evaluate the determinants of strategic capability –resources, competences and the linkages between them– and conclude which of them are the firm’s strengths and which are weaknesses.
- Analyze how strategies develop in organizations; in particular, the processes that may give rise to intended strategies or to emergent strategies.
- Design strategies that can provide growth and shareholder value for an organization.
- Assemble a company’s business plan in which objectives are set and strategies are formulated.

Course Prerequisites

3 semesters of college-level micro- or macroeconomics, accounting, finance, management, or statistics.

Methods of Instruction

The delivery method consists of a mix of lectures, cases, exercises, company visits, guest lecturers and individual coaching. Class debates and participation with a positive and collaborative attitude will be a requirement and fundamental to the learning process.

Assessment and Final Grade

1. Midterm Exam 25%
2. Final Exam 25%
3. Case Studies 15%
4. Final Project (Oral Presentation) 20%
5. Class Participation 15%
TOTAL 100%

Course Requirements

Midterm Exam
Final Exam

The midterm and final exam will consist of multiple choice and short answer questions covering the content of the
course: PPTs, cases, articles, field visits information, class debates and students’ and guest speaker’s presentations.

Case Studies

Every week students must present and make a critical analysis on a relevant case study or article about a strategic decision from a leading business magazine and open a class discussion. Case preparation will be required before class.

Final Project (Oral Presentation)

Students must do a 15-18 minutes oral presentation about a company’s strategic decision. For example, they will analyze critically: a) how the arrival of a new CEO has affected company’s internal and external dimensions (employee’s motivation, productivity, stock market quotation, impact in their industry, image and reputation, rivalry, etc.), or b) how a change in the legislation has led to a change in a company or industry’s transformation (adaptation of its products and services to the new situation, impact on consumers, peer agreements, new entrants barriers, etc.).

Students must run the presentation and the ulterior debate. After the presentation the rest of the students will have 5 minutes to prepare a challenging question. The presentation can include short videos about the subject, use PPT, Prezi or similar tools. Students can distribute hard copies of articles or other resource’s used one week before the date of their presentation.

Students must send to the Instructor their proposal of oral presentation at least 3 working days before the day of the presentation. This day the group will turn in to the Instructor a Word doc. with an index, main content, conclusions and sources of information of the Project (1500 to 2000 words. Please refer to guidelines for specific instructions).

Class Participation

You are expected to demonstrate a positive and cooperative attitude and must provide relevant reasoning, examples, and insights during class debates.

Attendance

Students are expected to attend all scheduled class sessions on time and prepared for the day’s class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transport delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students’ final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

N.B. Course schedule is subject to change due to study tours, excursions, or 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 the course
Week 1
Class:   1.2   .

Why Strategy?
Chapter 1: The concept of Strategy liberalization.
Reading: Grant, Chapter 1 (pp.2-32)

Week 2
Class:   2.1   .

Basics for Strategic Analysis
Chapter 2: Goals, Values and Performance making
Reading: Grant, chapter 2 (pp. 33-61)

Class:   2.2   .
Case Study: Chapters 1 & 2
Reading: Starbucks case

Week 3
Class:   3.1   .

External Environment
Chapter 3: Industry Analysis: The Fundamentals
Reading: Grant, chapter 3 (pp. 62-87)

Class:   3.2   .
Case Study: Chapter 3
Reading: Pot of Gold case.

Week 4
Class:   4.1   .

Internal Analysis
Chapter 4: Analyzing resources and capabilities
Reading: Grant, chapter 5 (pp. 112-138)

Class:   4.2   .
Case Study: Chapter 4
Reading: Harley Davidson Inc. case

Week 5
Class:   5.1   .

Special Resources: Does Culture Matter?
Chapter 5: Organizational Culture
Reading: Mead, chapter 5 (pp. 79-93)

Class:   5.2   .
Week 6
Class: 6.1
Mid-Term Review

Class: 6.2
Mid-Term Exam

Week 7
Class: 7.1
Mid-Term Feedback, And Now What?

Class: 7.2
Field trip / Extra activity
Review for Midterm exam.

Week 8
Class: 8.1
The Quest for Competitive Advantage
Chapter 6: The Sources and Dimensions of Competitive Advantage
Reading: Grant, chapter 7 (pp. 167-204)

Class: 8.2
Case Study: Chapter 6
Reading: Chipotle Mexican Grill case

Week 9
Class: 9.1
Guest Speaker

Class: 9.2
Vertical Integration and the Firm's Scope I
Chapter 7: Vertical Integration and the Scope of the Firm
Reading: Grant, chapter 11 (pp. 290-310)

Week 10
Class: 10.1
Case Study: Chapter 7
Reading: American Apparel: Vertically Integrated in Downtown LA case

Class: 10.2
Field Trip Visit

Week 11
Class: 11.1

Corporate Strategy and Diversification
Chapter 8: Diversification Strategy
Reading: Grant, chapter 13 (pp. 341-360)

Class: 11.2

Case Study: Chapter 8
Reading: The Virgin Group

**Week 12**

Class: 12.1

Oral Projects presentation

Class: 12.2

Oral Projects presentation

**Week 13**

Class: 13.1

Final review

Class: 13.2

Final Exam

**Course Materials**

**Readings**


Cases and Additional material will be provided through CIEE Canvas platform.