CIEE Seville, Spain

Course title: Strategic Management
Course code: BUSI 3107 CSCS
Programs offering course: Advanced Liberal Arts, Business and Society
Language of instruction: Spanish
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Spring 2021

Course Description

This course focuses on how the strategic management of companies function in a dynamic and global context. Strategic management combines the knowledge and skills that operate at the highest levels of management and at corporate management in the long term, as both are considered key to success. The study of the external environment and internal resources and capabilities of the company, in order to guide strategic decisions, will also be addressed. The course will be based on readings and case studies of companies around the world, although greater attention will be paid to European and Spanish context.

Learning Objectives

By completing this course, students will:

- Discern the success or failure of companies' integration within their environment
- Analyze the knowledge, experience and capabilities of management and define the tools that are needed to meet their goals
- Examine business environments and businesses onto themselves to evaluate their position
- Distinguish valid ways in which to meet a company's goals and to implement its strategies

Course Prerequisites

Some prior knowledge of business management is recommended, but not necessary.

Methods of Instruction

Classes will be based on various readings, cases and visual presentations. From here the students will be asked to participate in in-class discussions, group work, and develop analysis and decision-making abilities. In-class discussions about readings and case studies will make up about half of class time and will be evaluated to form part of the final grade.

Linguistic Resource Center

It is recommended that students use the LRC.

Assessment and Final Grade

1. Midterm Exam 20%
2. Final Exam 20%
3. Presentation 20%
4. Business Analysis 20%
5. Participation and Case Studies 20%
TOTAL 100%

Course Requirements

Midterm Exam
Final Exam

The course consists of two partial exams. The first will be held midway through the course and will be evaluated
on the subject taught up to that point. The second exam will be a final exam, during which students will be tested on all the material learned during the course.

**Presentation**

On the last day of the course there will be a group presentation of the work done during the second half of the course. Students can use any material to support the defense of their work. The presentation must be prepared and may not last more than 20 minutes. During the following 10 minutes, both the teacher and the rest of the students will be able to raise any questions related to the presentation and a debate will be generated.

For the evaluation of each presentation, the teacher can take into account the verdict that the students make of each exposition (excluding their own).

**Business Analysis**

Each student will be required to complete a business analysis, of the company of their choice, it should be no longer than 10 pages in length, double spaced.

The work will consist of the choice of a business idea, which should be modeled and shown as a business model. Knowledge gained through the sessions will be applied to this business idea, which will end with the creation and launch of a company. Both the work that is carried out throughout the classes, as well as the course of study, description of the analysis, preparation and final exhibition, will be a project developed as a group. The groups will be chosen by the professor in the corresponding session. To carry out the business analysis, students will have the necessary study material, which they must complete with new data related to the company that will be created and the data of the sector to which this company corresponds.

**Participation and Case Studies**

**Class Discussion**

Students are expected to actively participate in classroom activities, case studies and debates that are planned throughout the semester.

**Case Questions**

Students are expected to provide answers and feedback related to class lessons and readings.

In addition, a series of tasks, debate forums and discussions will be available to the student, both in class and on the CANVAS platform. Both the questions worked in class and those developed in CANVAS will be evaluated in this section.

**Attendance**

Students are not allowed to miss class for unjustified reasons. For each unexcused absence, the participation portion of the grade will be lowered. Hence, it will be very difficult to receive a 100 in the class. Please keep this in mind.

If a student misses class once without a valid excuse (a note from a physician in the event of an illness), then the professor will automatically lower the final grade by 5 points (on a 100-point scale) for each class missed thereafter. Students with 6 or more unexcused absences will fail the course. Students should arrive to class on-time. Arriving more than 15 minutes late for a class will count as an unexcused absence.

Please note that an excused absence is one that is accompanied by a doctor’s note: signed stamped and dated. Travelling and/or travel delays are not considered valid reasons for missing class.

**Academic Honesty**

Students are expected to act in accordance with their university and CIEE´s standards of conduct concerning plagiarism and academic dishonesty. Use of online translators for work in Spanish will result in an automatic failure.

_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  Unit 1: Introduction to strategy: The concept of strategy, strategic levels

Class:  1.2  The strategy management process; Strategic Management in different contexts

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

Case study: Electrolux (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:
- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 2

Class:  2.1  Unit 2: Strategic goals: Govern Strategy

Class:  2.2  Corporate and Social Responsibility, and Expectations of “skateholders”.


Case study: Manchester United (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:
- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 3

Class:  3.1  Unit 3: Environmental analysis: Macroenvironment: PESTEL

Class:  3.2  Key drivers of change, scenarios


Case study: Analysis of the passenger air transportation sector in Europe. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:
- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 4

Class:  4.1  Unit 4: Environmental analysis:

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

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of “Dirección estratégica” Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Case study: Reconfiguration of the glass container industry in Spain: structure and strategy. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 5

Class: 5.1  Unit 5: Competition and market: Strategic groups

Class: 5.2  Segmentation, direct competitors and strategic client

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of “Dirección estratégica” Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Case study: Unico challenges Zara. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 7

Class: 7.1  Unit 7: Evaluating Resources and Capabilities

Class: 7.2  Evaluating Resources and Capabilities Application


Case study (units 6 and 7): The case of 7-eleven. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 8

Class: 8.1  Unit 8: Business Strategy: competitive advantage; basis

Class: 8.2  Sustainability, competition and collaboration.


Case study: The case Rolls-Royce. (prepared by the teacher)
Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

**Week 9**

Class: 9.1 Unit 9: Corporate strategy: Process of development.

Class: 9.2 Portfolio matrix.


Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

**Week 10**

Class: 10.1 Unit 10: Competitive Strategy: Internationalization.

Class: 10.2 International Strategies.


Case study: Virgin Group. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

**Week 11**

Class: Student presentations.

Students are expected to have chosen a business idea. They have to perform a strategic analysis and design a generic strategy and expected improvement within 3 years.

**Week 12**

Class: Final Exam

**Course Materials**

**Readings**


**Manual de Apoyo y Básico de la Asignatura**: Grant, Robert M. (2006): Dirección Estratégica: Conceptos,