



COURSE SYLLABUS

COURSE TITLE:	Strategic Management	COURSE CODE:	BUSI410
PREREQUISITES:	MGMT110, MKTG130, FINC215		
INSTRUCTOR:	Nuno Santos	CREDITS:	3
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COURSE DESCRIPTION:

This is a capstone undergraduate course in Strategic Management. This course introduces you to the concepts of competitive advantage used to make strategic management decisions. You will learn how to evaluate a company's strategic situation and develop a corporate and business strategy and the managerial keys to successfully executing the chosen strategy.

COURSE OBJECTIVES:

After this course, you should be able to:

- Understand the concept of strategic leadership
- Be able to perform an external analysis
- Be able to perform an internal analysis
- Be able to understand how competitive advantage is created with functional level strategies
- Be able to understand how competitive advantage is created with business level strategies
- Understand the industry environment and effects on strategy
- Understand the impact of technology in strategy
- Understand why strategy is different in a global environment
- Understand the dimensions of corporate level strategy
- Understand the concept of diversification in corporate level strategy

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students should be able to:

Chapter 1:

- Explain what is meant by "competitive advantage"
- Discuss the strategic role of managers at different levels in an organization
- Identify the main steps in a strategic planning process
- Discuss the main pitfalls of planning and how those pitfalls can be avoided
- Outline the cognitive biases that might lead to poor strategic decisions and explain how these biases can be overcome
- Discuss the role played by strategic leaders in the strategy-making process

Chapter 2:

- Review the main technique used to analyze competition in an industry environment—the five forces model
- Explore the concept of strategic groups and illustrate its implications for industry analysis
- Discuss how industries evolve over time, with reference to the industry life cycle model
- Show how trends in the macro environment can shape the nature of competition in an industry

Chapter 3:

- Discuss the source of competitive advantage
- Identify and explore the role of efficiency, quality, innovation, and customer responsiveness in building and maintaining a competitive advantage
- Explain the concept of the value chain
- Understand the link between competitive advantage and profitability
- Explain what impacts the durability of a company's competitive advantage

Chapter 4:

- Explain how an enterprise can use functional level strategies to increase its efficiency
- Explain how an enterprise can use functional level strategies to increase its quality
- Explain how an enterprise can use functional level strategies to increase its innovation
- Explain how an enterprise can use functional-level strategies to increase its customer responsiveness

Chapter 5:

- Explain why a company must define its business and how managers do this through their choices about which customer groups, customer needs, and distinctive competencies to pursue
- Define competitive positioning and explain the tradeoffs between differentiation, cost, and pricing options
- Identify the choices managers make to pursue a business model based on some combination of the main generic business-level strategies: cost leadership, differentiation, and focus
- Explain why each business model allows a company to outperform its rivals, reach the value creation frontier, and obtain above average profitability
- Discuss why some companies can successfully make the competitive positioning decisions that allow them to sustain their competitive advantage over time while others cannot

Chapter 6:

- Explain why strategic managers need to tailor their business models to the conditions that exist in different kinds of industry environments
- Identify the strategies managers can develop to increase profitability in fragmented industries
- Discuss the special problems that exist in embryonic and growth industries and how companies can develop successful business models to compete effectively
- Understand competitive dynamics in mature industries and discuss the strategies managers can develop to increase profitability even when competition is intense

- Outline the different strategies companies in declining industries can use to support their business models and profitability

Chapter 7:

- Understand the tendency toward standardization in many high technology markets
- Describe the strategies that firms can use to establish their technology as the standard in a market
- Explain what the cost structure of many high technology firms looks like and articulate the strategic implications of this
- Explain the nature of technological paradigm shifts and their implications for enterprise strategy

Chapter 8:

- Understand the process of globalization and how it impacts a company's strategy
- Discuss the motives for expanding internationally
- Review the different strategies that companies use to compete in the global marketplace
- Explain the pros and cons of different modes for entering foreign markets

Chapter 9:

- Discuss how corporate-level strategy can be used to strengthen a company's business model and business-level strategies
- Define horizontal integration and discuss the main advantages and disadvantages associated with this corporate-level strategy
- Explain the difference between a company's internal value chain and the industry value chain
- Define horizontal integration and describe the main advantages and disadvantages associated with this corporate-level strategy
- Describe why, and under what conditions, cooperative relationships such as strategic alliances and outsourcing may become a substitute for vertical integration

Chapter 10:

- Differentiate between multi business models based on related and unrelated diversification
- Explain the five main ways in which diversification can increase company profitability
- Discuss the conditions that lead managers to pursue related diversification versus unrelated diversification and explain why some companies pursue both strategies
- Describe the three methods companies use to enter new industries: internal new venturing, acquisitions, and joint ventures
- Discuss the advantages and disadvantages associated with each of these methods

MANDATORY TEXTBOOK:

Rowe, J. (2008). Studying Strategy. bookboon.com.

ISBN 978-87-7681-420-5

Available at bookboon.com

EVALUATIONS:

The final grade will be determined as follows:

- Final Exam – 30%
- Group Project – 30%
 - Final Project – 15%
 - Presentation – 15%
- Homework – 20%
- In Class Work – 20%

Presence in class is mandatory. More than 2 absences will lead to a failing grade.

GRADING CRITERIA:

Grades will be based on the following evaluation criteria:

CATEGORY	ACHIEVEMENT LEVEL 1: DOES NOT MEET MINIMAL	ACHIEVEMENT LEVEL 2: MINIMAL STANDARD	ACHIEVEMENT LEVEL 3: MEETS STANDARD	ACHIEVEMENT LEVEL 4: EXCEEDS STANDARD	ISLOS
Evaluate the concept of strategic leadership	Out of the six objectives of the session the student can accomplish only one or two of them	Out of the six objectives of the session the student can accomplish three of them	Out of the six objectives of the session the student can accomplish four of them	Out of the six objectives of the session the student can accomplish five of them	1
Prepare an external analysis	Out of the four objectives of the session the student can accomplish only one of them	Out of the four objectives of the session the student can accomplish two of them	Out of the four objectives of the session the student can accomplish three of them	Out of the four objectives of the session the student can accomplish four of them	1,3,4
Prepare an internal analysis	Out of the five objectives of the session the student can accomplish one of them	Out of the five objectives of the session the student can accomplish two of them	Out of the five objectives of the session the student can accomplish three of them	Out of the five objectives of the session the student can accomplish four of them	1
Differentiate competitive advantage and functional level strategies	Out of the four objectives of the session the student can accomplish one of them	Out of the four objectives of the session the student can accomplish two of them	Out of the four objectives of the session the student can accomplish three of them	Out of the four objectives of the session the student can accomplish four of them	7,9
Apply business level strategies to create competitive advantages	Out of the five objectives of the session the student can	Out of the five objectives of the session the student can	Out of the five objectives of the session the student can	Out of the five objectives of the session the student can	6,9

	accomplish one of them	accomplish two of them	accomplish three of them	accomplish four of them	
Determine the industry environment and effects on strategy	Out of the five objectives of the session the student can accomplish one of them	Out of the five objectives of the session the student can accomplish two of them	Out of the five objectives of the session the student can accomplish three of them	Out of the five objectives of the session the student can accomplish four of them	3,7,9
Evaluate the impact of technology in strategy	Out of the four objectives of the session the student can accomplish one of them	Out of the four objectives of the session the student can accomplish two of them	Out of the four objectives of the session the student can accomplish three of them	Out of the four objectives of the session the student can accomplish four of them	4,5
Determine why strategy is different in a global environment	Out of the four objectives of the session the student can accomplish one of them	Out of the four objectives of the session the student can accomplish two of them	Out of the four objectives of the session the student can accomplish three of them	Out of the four objectives of the session the student can accomplish four of them	2,8
Identify the dimensions of corporate level strategy	Out of the five objectives of the session the student can accomplish one of them	Out of the five objectives of the session the student can accomplish two of them	Out of the five objectives of the session the student can accomplish three of them	Out of the five objectives of the session the student can accomplish four of them	2,7
Incorporate the concept of diversification in corporate level strategy	Out of the five objectives of the session the student can accomplish one of them	Out of the five objectives of the session the student can accomplish two of them	Out of the five objectives of the session the student can accomplish three of them	Out of the five objectives of the session the student can accomplish four of them	4,8,9

COURSE SCHEDULE:

Dates	Reading/Homework	Session Content
Session 1 18 Sept	Coursework 1 Homework 1 Lecture 1	Chapter 1 Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage
Session 2 25 Sept	Coursework 2 Homework 2 Lecture 2	Chapter 2 External Analysis: The Identification of Opportunities and Threats
Session 3 2 Oct	Coursework 3 Homework 3 Lecture 3	Chapter 3 Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability
Session 4 9 Oct	Coursework 4 Homework 4 Draft 1 Lecture 4	Chapter 4 Building Competitive Advantage Through Functional-Level Strategy
Session 5 16 Oct	Coursework 5 Homework 5 Lecture 5	Chapter 5 Building Competitive Advantage Through Business-Level Strategy
Session 6 23 Oct	Coursework 6 Homework 6 Lecture 6	Chapter 6 Business-Level Strategy and the Industry Environment
Session 7 30 Oct	Coursework 7 Homework 7 Lecture 7	Chapter 7 Strategy and Technology
Session 8 6 Nov	Coursework 8 Homework 8 Draft 2 Lecture 8	Chapter 8 Strategy in the Global Environment
Session 9 13 Nov	Coursework 9 Homework 9 Lecture 9	Chapter 9 Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing
Session 10 20 Nov	Coursework 10 Homework 10 Lecture 10	Chapter 10 Corporate-Level Strategy: Related and Unrelated Diversification
5 Dec	No Class	
Session 11 4 Dec		Final Project Presentations
Session 12 11 Dec		Final Exam

The schedule of Final Exams will be confirmed and published by 31 October 2020. The last day of the semester is 18 December 2020. DO NOT PLAN ANY TRAVEL BEFORE THIS DATE AS THERE ARE NO MAKE-UP EXAMS.