



STRATEGIC MANAGEMENT I

FIRST TERM. ACADEMIC YEAR 2010-2011

TIMETABLE (Group 1):

Tuesday, 12:00 - 13:15

Thursday, 12:00 - 13.15

Friday, 12:00 - 13.15

TIMETABLE (Group 2):

Tuesday, 10:00 - 11:15

Wednesday, 12:00 - 13:15

Thursday, 10:00 - 11:15

Course Description and Objectives

Strategic management is about running *the total business enterprise*. It seeks to understand the challenges and the environment in which the business operates, the direction the management intends to head, the strategic plans to for getting the enterprise moving in the intended direction and the tasks of implementing the chosen strategy successfully. This course aims to equip you with the core concepts, frameworks, and techniques of strategic management, which will allow you to understand what managers must do to make an organization – be it a for-profit or a non-profit one – to achieve superior performance.

Rather than focusing narrowly on a particular function of an enterprise, we will build on what you have learnt in other business courses and try to put the pieces together throughout this big-picture course. To achieve these purposes, the course will evolve around a theoretical and a practical base simultaneously. While the theoretical part concentrates upon the fundamental factors that determine business success, the

practical part is all about acquiring deep insights into the determinants of business success from specific cases. The participants of this course, hence, are expected to wear a bird's-eye-view glass and yet pay intent attention to both the theoretical and practical parts of the course.

Course Content and Outline

Various components of strategic management, such as tools of strategy analysis, sources of competitive advantage, strategies in different industry contents and the fundamentals of corporate strategy are to be discussed throughout the course. The breakdown of the basic structure is as follows:

1. Introduction
2. Strategic Management Concepts
3. External Analysis: An Overview of the External Environment. Competitive forces.
4. Internal Analysis: Strategic Groups, Resource and Capacity Analysis, Value Chain Analysis.
5. Strategies and Competitive Advantage: Competitive Positioning via Cost Leadership versus Differentiation. Technology as a competitive variable.
6. Business Strategies in Different Industry Contexts: Emerging versus Mature Industries
7. Corporate-Level Growth Strategies: Market penetration, Product and Market Development. Activity Expansion Scope of the Firm and Vertical Integration, Multinational Corporations. Diversification
8. Development methods: Internal Development. Mergers & Acquisitions. Alliances and Cooperation Agreements. Types of Alliances.
9. Current Trends and New Challenges in Strategic Management
10. Wrap-up

Materials

Recommended text books

- Grant, R.M. (2010) *Contemporary Strategy Analysis*, Text and Cases, 7th ed., John Wiley & Sons, Ltd.
- Hitt, M., Ireland, D., Hoskisson, R. (2004) *Competitive Strategy: Competitiveness and Globalization*, 6th ed., Cengage Learning.
- Porter M.E. (1980) *Competitive Strategy*, New York: Free Press.

The course material is accompanied by the teaching cases, which will be used to understand how the topics that we are reviewing affect real-world problems.

Course Delivery

The classes will be delivered through presentations. Following the completion of the discussion of main concepts, one/two sessions will be devoted to a case analysis. The purpose of the chosen cases is not to cover all the issues covered in class, but to illustrate how various strategic management concepts shape the decisions on real-world problems.

Attendance And Participation:

Experience shows that the student's success in this course highly correlated with regular attendance. Therefore, I recommend you to attend all class sessions, and, when applicable, to catch up with the class(es) missed before the next session. Students are responsible for any assignment announced in class and/or through Aula. Students are also expected to be prepared and participate actively in class discussions. Therefore, for each class session, you should familiarize yourself with the topics covered in the relevant chapters of the suggested textbooks or with the cases to be discussed in class.

Assignments, Case Reports and Quizzes:

Students will be asked to hand in brief case analyses before the case discussion takes place in class. Potential issues one may raise in a case report are: the main problem of the case, the alternative ways to approach it, a discussion of the exhibits or any matter that you may find interesting in the case. You may also provide suggestive solutions. Your response is to be prepared *prior* to class to provide evidence that you were ready for the case analysis that day. The emphasis here is on EFFORT and not result. Working toward the "correct" answer is not the point; working to understand the case and the underlying issues is what it's all about. The grading of the case write-ups will be based on how far the student goes beyond providing the basic facts of the case.

Additionally, I reserve the right to give quizzes at any time, without prior notice. No make-up quizzes will be given in case of absence or bad performance.

TENTATIVE COURSE SCHEDULE 2010-2011 (Group I)

Course Overview: What is Strategy? 23.09.2010	Strat. Management Concepts (I) 28.09.2010	Strat. Managt Concepts (II) : Company Objectives 30.09.2010
External Analysis – General Environment – IA (I) 01.10.2010	External Analysis – Industry Analysis (II) 05.10.2010	Case: DOGFIGHT OVER EUROPE: RYANAIR 07.10.2010
Internal Analysis (I) – Strengths and Weaknesses 08.10.2010	Internal Analysis (II) – Resources and Capabilities 14.10.2010	Case: CORAL DIVERS RESORT (REVISED) 15.10.2010
Competitive Positioning Through Cost Leadership 19.10.2010	Case: WALMART INC. 21.10.2010	Competitive Positioning Through Differentiation 22.10.2010
Case: DUCATI 26.10.2010	Innovation and Competitiveness in Emerging Industries 28.10.2010	Competitiveness in Mature Industries 29.10.2010
Case: KODAK AND THE DIGITAL REVOLUTION 02.11.2010	Corporate Strategy I: Vertical Integration/Scope of the Firm 04.11.2010	Corporate Strategy: Diversification. 05.11.2010
Case: ARAUCO : Forward Integrat. or Horizontal Expansion 09.11.2010	International Strategy (I) 11.11.2010	International Strategy (II) 12.11.2010
Case: ROCA 16.11.2010	Expansion Methods: Internal Development, Alliances (I) 18.11.2010	Expansion Methods: Alliances (II) 19.11.2010
Case: RELATS 23.11.2010	Management of the Multinational Company (I) 25.11.2010	Management of the Multinational Company (II) 26.11.2010
Case: APPLE 30.11.2010	Current Challenges in Strategic Management 02.12.2010	<i>WRAP-UP</i> 03.12.2010

TENTATIVE COURSE SCHEDULE 2010-2011 (Group II)

Course Overview: What is Strategy? 22.09.2010	Strat. Management Concepts (I) 23.09.2010	Strat. Managt Concepts (II) : Company Objectives 28.09.2010
External Analysis – General Environment – IA (I) 29.09.2010	External Analysis – Industry Analysis (II) 30.09.2010	Case: DOGFIGHT OVER EUROPE: RYANAIR 05.10.2010
Internal Analysis (I) – Strengths and Weaknesses 06.10.2010	Internal Analysis (II) – Resources and Capabilities 07.10.2010	Case: CORAL DIVERS RESORT (REVISED) 13.10.2010
Competitive Positioning Through Cost Leadership 14.10.2010	Case: WALMART INC. 19.10.2010	Competitive Positioning Through Differentiation 20.10.2010
Case: DUCATI 21.10.2010	Innovation and Competitiveness in Emerging Industries 26.10.2010	Competitiveness in Mature Industries 27.10.2010
Case: KODAK AND THE DIGITAL REVOLUTION 28.10.2010	Corporate Strategy I: Vertical Integration/Scope of the Firm 02.11.2010	Corporate Strategy: Diversification and M & As. 03.11.2010
Case: ARAUCO : Forward Integrat. or Horizontal Expansion 04.11.2010	International Strategy (I) 09.11.2010	International Strategy (II) 10.11.2010
Case: ROCA 11.11.2010	Expansion Methods: Internal Development, Alliances (I) 16.11.2010	Expansion Methods: Alliances (II) 17.11.2010
Case: RELATS 18.11.2010	Management of the Multinational Company (I) 23.11.2010	Management of the Multinational Company (II) 24.11.2010
Case: APPLE 25.11.2010	Current Challenges in Strategic Management 30.11.2010	<i>WRAP-UP</i> 01.12.2009

STRATEGIC MANAGEMENT

FIRST TERM. ACADEMIC COURSE 2010-2011

GRADING POLICY

The course is graded from 0 to 10 points. Passing the course necessitates *a minimum grade of 5.0 point obtained in the final exam AND an average grade of 5.0 points in total.*

Evaluation at the ordinary term

At the ordinary term, the final grade for the course will be determined on the following basis:

Class Participation	15%
Case Studies and quizzes	40%
Final exam	45%

Evaluation in September

For students retaking the exam in September, the grading basis will be as follows:

Class participation, quizzes and assignments	30%
September exam	70%

Specifications on the Assignments

1. If two (or more) students (or groups) turn in same / very similar assignments or quizzes, both items will be graded as zero points.
2. If a student or group does not hand in any of the assignments throughout the course, or if he or she hands it in late, will receive zero points from that assignment (no make-up assignments or extended deadlines will be given in case of absence).