



IB/MG320 STRATEGIC MANAGEMENT
IES Abroad London

DESCRIPTION:

To be effective, business leaders must understand the factors responsible for their firm's past performance and be able to identify those changes (internal & external to the firm) that are most likely to affect its performance. The Strategic Management course addresses this reality by examining the fundamental conditions that enable a firm to conceive, formulate, and sustain a superior strategic position. In particular, we will focus on:

- The environmental factors (including cultural factors) that impact the firm.
- The firm's internal source of competitive advantage and whether this is sustainable in the long term.
- The likely behavior of a company's competitors (and how a company can influence its rivals).
- Corporate strategy and its various components.

Students will learn strategic analysis tools, including models and frameworks to help them diagnose organizational issues and make recommendations to improve or sustain corporate performance. The objective of the course is to equip students with real-world skills that can be applied in an organizational setting and to provide them with an appreciation for the complexity of strategic decision-making in large firms operating in a competitive world with rapid globalization. On a more general level, the course aims to improve students' critical thinking skills and ability to tackle tough organizational problems in a variety of challenging settings.

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

PREREQUISITES: None

ADDITIONAL COST: None

METHOD OF PRESENTATION:

The course is presented in a seminar format and involves a combination of lectures, class discussions and student presentations. Current global events in international finance are integrated into the weekly discussions. Students will work on a case study, which integrates any one of the theoretical topics covered in this course with recent events in international finance. The background research and evaluation of data in the context of the underlying theory will enable the students to develop a better understanding of the selected topic.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Midterm Case Analysis (1) - 30%
- Class Participation - 10%
- Case Analysis (2) - 30%
- Final Exam - 30%

Class Participation

A significant amount of class time will involve a discussion of the assigned case studies and reading material. You are required to participate actively in these discussions and complete the preparatory work prior to each session with your group members. In order to successfully meet this requirement, the students should be prepared to devote sufficient time outside class for reading and critical thinking. Students will be required to actively access and interact with Moodle and the assigned readings. Students' contributions should reflect their reading and critical thinking about the relevant topical issues. The style of the discussion will be informal and participative.



Case Analyses

The midterm & second assignments will consist of case analyses. Both these assessments carry 30% weight in the overall course grade. The students will submit these papers with their respective group members and think through the underlying strategic issues involved in the case. You are expected to apply the various critical thinking and analytical tools covered in the course.

Final Exam

The format of the final exam will be a combination of case study and/or short essay questions that involve drawing on the various learning outcomes covered in the course. The students are expected to demonstrate critical thinking and analytical abilities developed in this module.

LEARNING OUTCOMES:

By the end of the course, students will be able to:

- Define important terms and concepts associated with strategic management
- Analyze and understand the key environmental and external variables that influence strategic decision-making
- Analyze and understand the key internal factors that influence a firm's strategic decision-making
- Describe the primary sources of a firm's competitive advantage and how to make this sustainable in the medium to long term
- Demonstrate an understanding of key tools and frameworks of practical analytical value in managing strategic management issues
- Analyze real-world corporate case studies of companies facing strategic challenges and provide analytical recommendations to address these challenges
- Students will be able to identify the appropriate theoretical discussions and to evaluate their applications in the 'real world'
- Assess general business issues by developing critical thinking skills

ATTENDANCE POLICY:

Regular class attendance is mandatory. Irregular attendance may result in a lower grade in the course, and/or disciplinary action. The IES Abroad London class attendance policy does not allow for unexcused absences, and grades will be docked one-half letter grade for each such absence. Rare exceptions will be made for the following reasons:

- The student is too sick to attend class. In this instance, the student must call the IES Abroad Centre before class to notify any of the IES Abroad staff. It is not sufficient either to email, send a message with a friend or call the Centre after the class has started.
- A serious illness or death in the immediate family requiring a student to travel home. This requires written approval from the Centre Director before departure.

Arriving more than 10 minutes late to class may count as an unexcused absence. Immigration laws in the UK are extremely strict, and we jeopardize our legal status in hosting students who do not regularly attend class. Students who do not attend class regularly will be reported to the appropriate officials and risk dismissal from the program and deportation from the UK. If a student incurs absences representing 25% of the total class hours, they will be contacted by the Academic Programme Manager (APM) and Centre Director (CD). If these absences are made up exclusively of unexcused non-attendance, this will trigger a disciplinary review. If these absences are made up of excused non-attendance, a meeting will be held to discuss the underlying reasons for lack of attendance, and to discuss ways it can be maintained for the duration of the term. If the 25% threshold is reached due to a mixture of excused and unexcused absences, students will also be asked to attend a meeting to discuss.

CONTENT:

Week	Topic	Assignments/Readings
Week 1	Introduction	• What is Strategy (Porter, Michael E. What Is Strategy? Boston, Mass: Harvard Business School Press, 1996. Print.) • Michael E. Porter (2008) – The Five Competitive Forces That Shape Strategy. Harvard Business Review. January 2008.

Week	Topic	Assignments/Readings
Week 2	Concepts & Tools of Strategy	- Ellet, William. "The Case Study Handbook: How To Read, Discuss, And Write Persuasively About Cases." Harvard Business School Press Books (2007): 1. Business Source Complete. Web. 10 Dec. 2014. (Required reading chapters from this handbook have been posted on Moodle.) - Hammond, John S. "Learning By The Case Method." Harvard Business School Cases (1976): 1. Business Source Complete. Web. 10 Dec. 2014
Week 3	Core Competence of the Corporation	Case: Lincoln Electric – Siegel Jordan. Harvard Business School Case, 2008 (9-707-445)
Week 4	Industry Analysis, Competitive Advantage & Competitive Positioning	- Case: Apple Inc. in 2012 - David B. Yoffie; Penelope Rossano - Yoffie, David B., and Penelope Rossano. "Apple Inc. in 2012." Harvard Business School Case 712-490, May 2012. (Revised August 2012.)
Week 5	Structural Analysis, Identification & Evaluation of Strategy	- Case: Crown Cork & Seal in 1989 - Stephen P. Bradley; Sheila Cavanaugh - Cavanaugh, Sheila, and Stephen P. Bradley. "Crown Cork & Seal In 1989." Harvard Business School Cases (1993): 1. Business Source Complete. Web. 10 Dec. 2014.
Week 6	Industry Structure, Industry Analysis & Competitive Strategy	- Case: Cola Wars Continue: Coke vs. Pepsi in the Twenty- First Century - David B. Yoffie; Yusi Wang. - Yoffie, David B., and Yusi Wang. "Cola Wars Continue: - Coke Vs. Pepsi In The Twenty-First Century." Harvard Business School Cases (2002): 1. Business Source Complete. Web. 10 Dec. 2014.
Week 7	Competitive Advantage, Supply Chain Management, Organisational Change & Vertical Integration	- Case: ZARA – Fast Fashion – Pankaj Ghemawat; Jose Luis Nueno - Nueno, Jose Luis, and Pankaj Ghemawat. "ZARA: Fast Fashion." Harvard Business School Cases (2003): 1. Business Source Complete. Web. 10 Dec. 2014.
Week 8	Market Research, Customer Service & Customer Retention	- Case: Starbucks – Delivering Customer Service - Youngme Moon; John A. Quelch - Quelch, John A., and Youngme Moon. "Starbucks: Delivering Customer Service." Harvard Business School Cases (2003): 1. Business Source Complete. Web. 10 Dec. 2014.
Week 9	Globalisation, Organisational Culture, Advertising Strategy, Service Management & Values	- Case: Four Seasons Goes To Paris - Roger Hallowell; Carin-Isabel Knoop; David Bowen - Hallowell, Roger, David Bowen, and Carin-Isabel Knoop. "Four Seasons Goes To Paris." Academy Of Management Executive 16.4 (2002): 7-24. Business Source Complete Web. 10 Dec. 2014.

Week	Topic	Assignments/Readings
Week 10	Field Trip	- Details will be announced at the start of the term. The - field trip could be moved to an earlier week.
Week 11	Business Models, Business Plans, Entrepreneurship, Growth Strategy, Wireless Technology & Women in Business	- Readings: How to Write a Great Business Plan – William A. Sahlman - Sahlman, William A. "How To Write A Great Business Plan." Harvard Business Review 75.4 (1997): 98-108. Business Source Complete. Web. 10 Dec. 2014. - Case: Zipcar: Refining the Business Model - Myra M. Hart; Michael J. Roberts; Julia D. Stevens - Stevens, Julia D., Michael J. Roberts, and Myra M. Hart. "Zipcar: Refining The Business Model." Harvard Business School Cases (2003): 1. Business Source Complete. Web. 10 Dec. 2014.
Week 12	Class Presentations & Course Review	Students will make brief class presentations on their learning outcomes from the course.

REQUIRED READINGS:

- Grant, Robert (2010). Contemporary Strategy Analysis, Texts and Cases (7th Edition). New York: John Wiley & Sons, Limited. www.contemporarystrategyanalysis.com/7e/index.php
- Hill, Charles W.L. and Gareth Jones (2012). Strategic Management: An Integrated Approach. Cincinnati: South-Western College Publishing (10th Edition). www.amazon.co.uk/Strategic-Management-An-Integrated-approach/dp/111182584X

RECOMMENDED READINGS:

- Additional readings will be posted on a weekly basis on Moodle and will consist of relevant topical articles from journals and newspapers. Students are expected to review this material weekly to prepare for class discussions.
- Further, students have access to EBSCO, an online journal archive. Login credentials can be obtained through the IES Abroad Student Coordinator. To access EBSCO host: search.ebscohost.com/
- Training Tutorials: support.ebscohost.com/training/tutorials.php