



BS 320 STRATEGIC MANAGEMENT: PRINCIPLES AND PRACTICE

IES Abroad Nice

DESCRIPTION:

This course's primary objective is to introduce you to the most important analytical tools and concepts used in Strategic Management.

The course is organized in three parts: the first part will cover the foundational elements of the strategic thinking; the second part will cover the strategic options and finally the third part will introduce and treat the Change Management theories and processes. In order to ensure relevance of the knowledge acquired, each analytical tool and concept will be introduced by referring to real-world business situations and concrete cases.

The questions that we will tackle together throughout the semester are the following ones: How to craft a strategic thinking? What are the important tools to master for achieving a strategic analysis? What are the 'appropriate' strategic choices to make to develop and sustain superior value creation? How to ensure an efficient implementation of the strategic options for reaching expected business outcomes? How should organizations manage change?

CREDITS: 3 credits

CONTACT HOURS: 45 hours

LANGUAGE OF INSTRUCTION: English

INSTRUCTOR: Franck D. Nassiri

PREREQUISITES: None

METHOD OF PRESENTATION:

The course includes various pedagogical tools: lectures, cases, business and academic articles, books, videos, and teamwork.

- **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 thinking about the relevant topical issues. The style of the discussion will be informal and participative.

- **Case study-based assignments:**

Some classes will include a 1h case study time. Students have to form groups of "2 or 3 students" and work on the case in class. The case will be available on BB and should preferably be read before coming to class in order to save time.

- **Articles:**

A list of business articles is also provided to foster class-discussion and is aimed at enriching your learning. The final exam will include questions on those articles.

REQUIRED WORK AND FORM OF ASSESSMENT:

- Mid-term case analysis: 30%
- Class Participation: 20%
- Final Research Paper: 30%
- Final Exam: 20% (cumulative – covers entire course material)

The midterm and final research papers 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.

The final exam will be a 2-hour closed-book test and will be cumulative in nature. The exam will include 3-4 short essay type questions that involve drawing on the various learning outcomes covered in the course.

LEARNING OUTCOMES:

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

1. Recognize and assess stakes and stakeholders in various complex and evolving business environments,
2. Undertake a strategic/competitive analysis,
3. Make strategic choices at the corporate and business levels,
4. Understand trade-offs involved in options related to international moves, M&A and strategic alliances,
5. Manage change.

CONTENT:

Week	Topic	Content	Prior Readings
Week 1	Part I The Foundational Elements of Strategy & Strategic Thinking	Strategy and Strategic management 1. Value creation, strategic leadership and thinking	- Contemporary Strategy Analysis (Chapters 1 and 2) - Michael E. Porter, What Is Strategy? Harvard Business Review, November 1996.
Weeks 2 & 3		Environmental and competitive dynamics 1. Competitive intelligence, PESTEL, industry life cycle and the 5 Forces framework	- Contemporary Strategy Analysis (Chapters 3 and 4) - Case Study: The US legal Marijuana Industry
Week 4		Organizational design and contemporary competitiveness 1. Competitive advantage, VRIN framework and the orchestration of resources	Contemporary Strategy Analysis (Chapter 5)
Week 5		The fundamentals of successful strategy implementation 1. Culture, structure and main execution levers	Contemporary Strategy Analysis (Chapter 6)

Week 6	Part II Strategic Options	Business strategy and competitive advantage 1. Cost and differentiation strategies, The M. Porter generic strategies	• Contemporary Strategy Analysis (Chapter 7) • “Competitive Advantage,” The Economist, August 4, 2008. Available online: http://www.economist.com/node/11869910
Week 7		Industry evolution and strategic change	• Contemporary Strategy Analysis (Chapter 8)
Week 8		Technology and Innovation strategies 1. Technology-based industries, management of innovation, competing in mature industries	• Contemporary Strategy Analysis (Chapters 9 and 10) • Morten T. Hansen and Julian Birkinshaw “The innovation value chain”. Harvard Business Review
Week 9		Vertical integration, Multinational corporations 1. Cost and benefits of VI, The Transaction Cost Theory	• Contemporary Strategy Analysis (Chapter 11)
Week 10		Internationalization, locating production, entering a Foreign market	• Contemporary Strategy Analysis (Chapter 12) • Case Study: The Haier Group
Week 11		Corporate strategy, Diversification 1. Business units, organizational structure and role of headquarters	• Contemporary Strategy Analysis (Chapter 13)
Week 12		Managing the Multi-business firm	• Contemporary Strategy Analysis (Chapter 14)
Week 13		Internal growth vs. external growth 1. M&A and strategic alliances	• Contemporary Strategy Analysis (Chapters 15) • Case Analysis BoA acquisition of ML

Week 14	Part III Change Management	Change Management, process & fundamentals	J. Kotter “leading change” HBR
Week 15		Change Management, process & fundamentals	Case Study: General Electric, The Jack Welsh time

REQUIRED READINGS:

The reference book of the course is R.M. Grant (2016). Contemporary Strategy Analysis, 9th Edition, Wiley

Students may also use Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2013). Exploring Strategy Text & Cases, 10th Edition, Prentice Hall. Financial Times.

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: <http://search.ebscohost.com/> Training Tutorials: <http://support.ebscohost.com/training/tutorials.php>