IB/MG 320 STRATEGIC MANAGEMENT
IES Abroad Madrid

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

INSTRUCTOR: Instructor Name

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%

Course Element

- **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:

As a member of our class community, you are expected to be present and on time every day. Attending class has an impact on your learning and academic success. For this reason, attendance is mandatory for all IES Madrid classes, including course-related excursions. Absences will only be excused in cases of documented medical or family emergencies. You are allowed a maximum of one unexcused absence for once-a-week courses and two unexcused absences for twice-a-week courses. Each additional unexcused absence will result in a deduction of 3 percentage points from your final grade and/or disciplinary action. Accumulating 7 or more unexcused absences in twice-a-week courses, or 4 or more in once-a-week courses, may result in a failing grade for the course.

Late or missed submission of assessed work: any assessed work, including exams, tests, and presentations, will be rescheduled only if the absence is justified; otherwise, it will be graded as zero.

Punctuality is critical: three instances of being over 10 minutes late will be counted as one absence and being more than 15 minutes late will also count as one absence.

On museum days, students must arrive exactly at the scheduled entrance time. If a student arrives late, they are responsible for entering the museum independently by presenting their student ID and passport to verify their identity as a student at the entrance and purchasing their own ticket. Once inside, they must consult the syllabus to identify their assigned class and locate their group. Students are expected to take responsibility for locating the class, this includes reviewing the syllabus, Moodle and class information, and considering having alternative means of contact. In such cases, the student will be marked as late. Failure to join their group after arriving late will be recorded as an absence.

For more information, please refer to the full Attendance and Punctuality Policy document.

CONTENT:

Week	Content	Assignments
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 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
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	Content	Assignments
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 10	Field Trip	• Details will be announced at the start of the term. The • 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. fwww.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

INSTRUCTOR BIOGRAPHY:

Brief biography of the faculty.