



STRATEGIC MANAGEMENT

IFSA-Butler Reimagining Europe Semester Program in Prague

Suggested US semester credit hours: 4 credits

Contact Hours: 60

Course Level: 300

IFSA-Butler course code: MG380-36

Course length: Semester

Delivery method: Face to face

Language of Instruction: English

Commented [1]: This need completing

COURSE DESCRIPTION

The module provides an overview of strategy and the strategic management process and enables students to gain an appreciation of the changing environment and distinctive contexts within which organizations operate. Consideration is given to the analysis of organizations, their environments, the formulation of specific strategic options and how these can be evaluated. The leadership and management issues concerned with implementing strategic options are considered so that the nature and complexities of strategic change can be clearly understood. Appropriate concepts and frameworks are utilized for analyzing case study material drawn from various organizational contexts and situations with an emphasis will be placed upon SME's and the practice of entrepreneurship.

STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Develop student understanding of the differing conceptual approaches that have been proposed to provide a framework for strategic decision-making.
- Provide students with the techniques, frameworks and models to critically evaluate the competitive position of organizations with regard to markets and the way in which resources are deployed.
- Develop students' analytical and presentational skills through the application of concepts, frameworks and models to case study material.

- Develop student understanding of the strategic choices available for strategic development and the implementation and managing change issues involved in implementing the chosen options in both public and private sector contexts.
- Develop strategic diagnostic skills and apply them appropriately in practice to multiple organizational contexts (SME, Corporate, Public Sector, etc).
- Build upon and integrate the learning of students developed in the rest of their programs.
- Make cognitive connections between learning in this course and other learning experiences in the IFSA-Butler Reimagining Europe Semester Program in Prague

COURSE DELIVERY

Students are expected to read or view resources in advance and be prepared to actively discuss them in class. In each meeting, the instructor will overview the topic and then facilitate a group discussion, drawing out relevant themes, following up on specific lines of inquiry, and prompting students' thoughtful engagement with the topic. Students are encouraged to bring their prior learning experiences into class discussions and to make cognitive connections between this course and others in the IFSA-Butler Reimagining Europe Semester Program in Prague whenever possible. Theories of experiential learning and integrative learning therefore undergird the dynamic learning environment of this course.

This course utilizes an interactive approach to teaching that focuses on the individual student's needs. This approach to teaching and learning aims to foster a challenging but caring environment that allows students to explore, create, and test themselves and their ideas in a safe place.

COURSE SCHEDULE

Weeks	Content Delivery
1 - 3	<p>Strategic Analysis</p> <ul style="list-style-type: none"> • Analyzing the internal environment to include analysis of financial, human, marketing and operational resources. • Analyzing the external environment to include the analysis of political, economic, social and technological factors. • Summarize internal and external analyze in the form of a SWOT. <p>Strategic Capability</p> <ul style="list-style-type: none"> • Resources and competences

	<ul style="list-style-type: none"> ● Threshold capabilities ● Unique resources and core competences ● Capabilities for achieving and sustaining competitive advantage
4 - 6	<p>Strategic thinking</p> <ul style="list-style-type: none"> ● Overview of Strategy and the Strategic Planning Process ● The distinctive contexts of strategy: small Vs large businesses, public Vs private sector, services Vs manufacturing ● The differing theoretical perspectives of strategy e.g. prescriptive Vs emergent strategy ● Dealing with complexity and uncertainty ● Using case studies in learning <p>Culture and Implementation Issues</p> <ul style="list-style-type: none"> ● Systems to support change -structures, human resources, culture. ● Leadership and managing change – understanding the role of the individual leader and groups in leading and managing strategic change. ● Adopting appropriate management styles, managing organizational development & cultural change.
7 - 9	<p>Strategic Entrepreneurship</p> <ul style="list-style-type: none"> ● Corporate entrepreneurship ● Effectual entrepreneurship <p>Strategic Choice (Formulation)</p> <ul style="list-style-type: none"> ● Strategic Options - A consideration of alternative competitive and collaborative strategies to include 'generic' strategy. ● Strategic Options - A consideration of alternative strategic directions to include growth, stability and retrenchment. ● Strategic Options - Strategic methods - To include a consideration of organic development, mergers and acquisitions, and joint development.
10 - 15	<p>International Strategy</p> <ul style="list-style-type: none"> ● Internationalization drivers ● National and international sources of advantage ● International strategies ● Market selection and entry <p>Evaluation of Strategy</p> <ul style="list-style-type: none"> ● Suitability, feasibility, acceptability framework for evaluation. ● Evaluation techniques such as investment appraisal, scenario planning etc.

EVALUATION METHODS

The course instructor will determine specific assignments (including paper topics), projects, and exams for the course. Your work on individual assignments and projects will be guided by grading rubrics provided by the course instructor. Your final grade in the course will be arrived at through assessment methods determined by the course instructor and according to the percentages attached to each assignment and exam by the course instructor. Participation will constitute a determined percentage of your grade. Participation includes attendance, preparation, engagement in discussion, civility, and respect.

Assignment Number	Type of Assignment	Description and Areas Assessed
1	Written Report	Material covered during weeks 1 to 15
2	Individual presentation	Material covered during weeks 1 to 15 based on selected organization

DETAILS OF THE WRITTEN REPORTS & PRESENTATION

Written Report (50%):

Students are required to write a Business Report analyzing a specific business case study, detailed requirements are provided below:

- All words processed must be 12-point font, double spaced and include a signed and correctly dated assignment coversheet.
- Total number of words between 3,000 to 4,000.
- All sources of information must be referenced correctly using the Harvard Referencing system

Individual Presentation (50%):

This assessment will be in the form of an individual presentation that will be assessed for the following assessment criteria:

Structure of the presentation and layout 10%
 Critical discussion content relating to the assignment tasks 20%
 Use of suggested academic literature 10%
 Conclusions to relevant tasks 10%

The Case Study

The case study will be distributed at the beginning of the course and students can develop their reports and presentations as the course progresses. The case study represents an organization at a particular point in time and presents some strategic issues relating to the organization. The analysis of the case study should only be based on the information provided in the case study. No additional research is required about the organization in the case study.

Timely Submissions

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

READING LIST

Johnson, G. et al (2014). Exploring Strategy Text and Cases. Harlow: Pearson.

Johnson G. et al (2011). Fundamentals of Strategy. 2nd Ed. Financial Times/Prentice Hall.

Kim, W. C. and Mauborgne, R. (2015). Blue Ocean Strategy. Expanded Ed. Boston: Harvard Business Review Press.

Rothaermel, F. (2014). Strategic Management. 2nd Ed. Maidenhead: McGraw-Hill.

Grant, R.M. and Jordan, J. (2012) Foundations of Strategy. Chichester: Wiley

Henry, Anthony, E. ((2011) Understanding Strategic Management. (2nd Edt.) Oxford University Press.

Johnson, G., Scholes, K & Wittington, R. (2012) Fundamentals of Strategy, (2nd Ed), FT Prentice Hall.

Johnson, G., Scholes, K. & Wittington, R. (2011) Exploring Strategy Text and Cases. (9th Edt.) FT Prentice Hall

Lynch, Richard. (2012) Strategic Management (6th Edt.) Pearson education/FT Prentice Hall

Thompson, J. Scott, J and Martin, F. (2014) Strategic Management: Awareness and Change, 7e, Cengage: Hampshire

ACADEMIC INTEGRITY

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA-Butler takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA-Butler resident director as well as your home institution.