

COURSE SYLLABUS



BUSINESS STRATEGY

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: MG380-21

Course length: Semester

Delivery method: Face to face

Language of Instruction: English

COURSE DESCRIPTION

The aim of this course is to develop students' awareness of the different kinds of strategy which could be used in an operational, tactical or strategic role for an organization. This will be underpinned by a thorough knowledge and understanding of the theories, models and concepts which could significantly support an organization's strategic choice and direction. On successful completion of this course students will have developed sufficient knowledge and understanding of strategy to make a positive, efficient and effective contribution to the development of business plans and operational direction. This could be in the role of a junior manager responsible for having a specific input into an organization's decision-making and planning.

STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Analyze the impact and influence which the macro environment has on an organization and its business strategies
- Assess an organization's internal environment and capabilities
- Evaluate and apply the outcomes of an analysis using Porter's Five Forces model to a given market sector
- Apply models, theories and concepts to assist with the understanding and interpretation of strategic directions available to an organization
- Strengthen critical thinking skills
- Become familiar with resources available for further research on business strategy
- 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>Analyze the impact and influence which the macro environment has on an organization and its business strategies</p> <p>The Strategic Context:</p> <p>Missions, visions and objectives. The definition and meaning of strategy. The role of strategy to achieve business objectives and goals, strategic intent and different strategic direction. Different strategic planning techniques.</p> <p>Analytical frameworks of the macro environment:</p> <p>The different types of frameworks and analysis of the macro environment, including. Stakeholder analysis: stakeholder matrix, stakeholder mapping. Environmental analysis: PESTLE and Porter's Five Forces model. Structure-conduct-performance model.</p> <p>Strategic positioning:</p> <p>Ansoff's growth vector matrix. Organizational audit: SWOT analysis, benchmarking indicators.</p>
4 - 6	<p>Assess an organization's internal environment and capabilities</p> <p>Organizational internal environment:</p> <p>What are strategic capabilities and what are the key components of strategic capabilities? Resource-based view strategy as a basis for competitive advantage and the McKinsey's 7S model as a management tool. Analysis of strategic capabilities using the VRIO/VRIN framework. Benchmarking strategic capabilities and value chain analysis. Cost-benefit analysis.</p> <p>Written Report</p>
7 - 9	<p>Evaluate and apply the outcomes of an analysis using Porter's Five Forces model</p>

	<p>to a given market sector</p> <p>Analytical tools and models of analysis: The Balanced Scorecard to align organization vision and strategy. Competitive analysis using Porter's Five Forces model. Stakeholder analysis. Applying the Ansoff matrix to product/market strategy.</p>
10 - 15	<p>Apply models, theories and concepts to assist with the understanding and interpretation of strategic directions available to an organization</p> <p>Strategic choices and directions:</p> <p>The application of Porter's generic strategies: cost and price leadership strategy, differentiation strategy, focus strategy and the extended model of Bowman's strategy clock. Hybrid strategy. Diversification. Vertical/horizontal integration.</p> <p>Individual Presentation</p>

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 6
2	Individual presentation	Material covered during weeks 7 to 12 based on selected organisation

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.

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.