



CIEE Paris, France

Course title:	Strategic Management
Course code:	(GI) MGMT 3003 PAFR
Programs offering course:	Arizona State University Global Flex - Course + Internship, Arizona State University Global Flex - 3 Credit, Arizona State University Global Flex - 6 Course Credits, Paris Open Campus Block
Open Campus Track:	Business
Language of instruction:	English
U.S. semester credits:	3.00
Contact hours:	45.00
Term:	Spring Block III 2023

Course Description

This course introduces the concept of strategic management through case analyses, and considers the basic direction and goals of an organization, the environment (social, political, technological, economic, and global factors), industry and market structure, and organizational strengths and weaknesses. The aim of this course is on the strategic management of the company in a dynamic global context. Strategic Management combines the knowledge and skills of the highest levels of management and corporate management in the long term and is considered the key to success. The study of the external environment and internal resources and capabilities of the company, in order to guide strategic decisions, will be addressed. The course will be based on readings and case studies of companies around the world, with special attention to regional and national contexts.

Learning Objectives

By completing this course, students will:

Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.

Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.

Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively.

Course Prerequisites

Students should have completed a level 2000 class in management.

Methods of Instruction

The course will be taught using lectures, seminars, case study discussions, group presentations, as well as field trips to local venues, sites, and businesses or organizations. Classroom activities will involve group work and critical discussion groups considering challenges facing strategic management in industry today. Invited guest speakers or business leaders will aid the local application of the learning objectives of this course.

Assessment and Final Grade

1.	Summary Papers	10%
2.	Written Case Analysis	20%
3.	Team Project	25%
4.	Final Exam	25%
5.	Participation	20%

Course Requirements

Summary Papers

There are two summary papers due on the last day of class in weeks 2 and 4, respectively. These should be a minimum of 500 words, typed, double-spaced and consist of a summary of the visits to local companies.

Written Case Analysis

Each student will be required to complete a written analysis of a case. It should be no longer than 2000 words in length, double spaced. In order to receive feedback, from the professor and their peers, students should hand in a first draft half way through the semester and a second draft within the last two weeks of the semester. The draft submission will be worth one quarter of the assignment grade.

Team Project

You will prepare a strategic analysis of an existing company as part of a group. You will apply the concepts, analytical tools and frameworks of this course to analyze the firm's external and internal environments, identify its strategic options, and present a set of recommendations to maximize the firm's long-term performance. Students are expected to identify key topics: competitive advantage, core competence, strategic groups, diversification, boards of directors, ethics, social responsibility/conscious capitalism, etc. The project will be presented in the fifth week of class, and shall be 15 minutes long.

Final Exam

It will be a two-hour comprehensive exam covering all of the modules and related material (lectures, cases, readings etc). The exam will consist of 2 essay based questions and 2 short essay based questions.

Participation

Participation is valued as meaningful contribution in the digital and tangible classroom, utilizing the resources and materials presented to students as part of the course. Meaningful contribution requires students to be prepared in advance of each class session and to have regular attendance. Students must clearly demonstrate they have engaged with the materials as directed, for example, through classroom discussions, online discussion boards, peer-to-peer feedback (after presentations), interaction with guest speakers, and attentiveness on co-curricular and outside-of-classroom activities.

Attendance

To encourage engaged learning, regular class attendance is required throughout the program. This includes any required co-curricular class excursion or event, as well as internship, service-learning, or other required field placement.

An excused absence in a CIEE course will only be considered if approved by a CIEE Center Director/Academic Director (not the Instructor), and:

- it is a self-certified absence for illness (only once per course, requires formal request before or within 24 hours, cannot miss assessment worth more than 5% of final course grade)
- a doctor's note from a local medical professional is provided
- evidence of a family emergency is provided
- it is a pre-approved observance of religious holiday

Unexcused absences include personal travel and/or travel delays, as well as missing more than 25% of a single class period (including tardiness and early departure). Assessments missed due to unexcused absences will be marked as zero. Students with over 10% unexcused absences will be contacted by CIEE staff. Students with over 20% unexcused absences will be contacted by CIEE staff, receive a formal warning letter (shared with their home institution) and lose 10% of the final course point total (e.g., a final A grade of 93% will be lowered to a B grade of 83%).

For more detail, please consult your CIEE Academic Manual.

Academic Integrity

Academic integrity is essential to a positive and inclusive teaching and learning environment. All students are

expected to complete coursework responsibilities with fairness, respect, and honesty. Failure to do so by seeking unfair advantage over others or misrepresenting someone else's work as your own can result in grade penalties or disciplinary action. See the CIEE Student Academic Manual for further information on academic integrity.

N.B. Course schedule and co-curriculars are subject to change. The final duration and distribution of content and assignments will be determined and presented to students at the onset of the course.

Weekly Schedule

Week 1

Class: 1.0 Introduction to Class

The concept of strategy, strategic levels, the strategy management process; Strategic Management in different contexts.

Case study: *Electrolux*

Chapter 1, sections 1.1, 1.2, 1.5 of: "Dirección estratégica" Johnson, Scholes y Whittington 7th edition

Week 2

Class: 2.0 Strategic Goals

Govern Strategy, Corporate and Social Responsibility, and Expectations of "skateholders".

Case study: Manchester United,8

Chapter 2 of: "Dirección estratégica" Grant, Robert M. (2006) 5th edition

Chapter 4, section 4.4 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Class: 3.0 Environmental Analysis (I)

Macroenvironment: PESTEL, key drivers of change, scenarios

Case study: Analysis of the passenger air transportation sector in Europe

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition.

Due Date for submission of first summary paper

Week 3

Class: 5.0 Competition and Market

Strategic groups, segmentation, direct competitors and strategic client

Case study: Uniclo challenges Zara.

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Due date for draft of Written Case Analysis.

Week 4

Class: 3.0 Environmental Analysis (II)

Microenvironment: Competition and expand rivalry analysis. Porter five forcé analysis model.

Case study: Reconfiguration of the glass container industry in Spain: structure and strategy

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Class: 6.0 Resource and Capability Analysis (I)

Classification, value chain. Evaluating Resources and Capabilities

Case study (units 6 and 7): The case of 7-eleven.

Chapter 5 of: "Dirección estratégica" Grant, Robert M. (2006) 5th edition

Class: 7.0 Resource and Capability Analysis (II)

Chapter 5 of: "Dirección estratégica" Grant, Robert M. (2006) 5th edition

Due date for submission of Written Case Analysis

Week 5

Class: 8.0 Business Strategy

Competitive advantage; basis, sustainability, competition and collaboration.

Case study: The case Rolls-Royce.

Chapter 5, sections 5.2, 5.3 and 5.4 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Chapter 7 of: "Dirección estratégica" Grant, Robert M. (2006) 5th edition.

Class: 9.0 Corporate Strategy

Process of development. Portfolio matrix. Students will coordinate in small groups the running order of their speakers / performers

Chapter 7, sections 7.1, 7.2 and 7.3 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Chapter 7 of: "Dirección estratégica" Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Due date for submission of group projects

Week 6

Class: 10.0 Competitive Strategy

Internationalization. International Strategic framework. International Strategies.

Case study: Virgin Group

Chapter 6 of: "Dirección estratégica", Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Class: 11.0 Final Exam

Final Exam Due

Course Materials

Readings

Manual Básico de la Asignatura: Johnson, G; Scholes, K.; Whittington, R. (2006): Dirección Estratégica, Ed. Pearson Educación, S.A. Madrid, Séptima Edición.

Manual de Apoyo y Básico de la Asignatura: Grant, Robert M. (2006): Dirección Estratégica: Conceptos, técnicas y aplicaciones. Ed. Civitas, Madrid, Quinta Edición.