



CIEE Global Institute – Paris

Course name:	Strategic Management
Course number:	(GI) MGMT 3003 PAFR
Programs offering course:	Paris Open Campus
Open Campus Track:	Business
Language of instruction:	English
U.S. semester credits:	3
Contact hours:	45
Term:	Spring 2020

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 or performances, as well as field trips to local venues, street performances, and music-related businesses or organizations. Classroom activities will involve group work and critical discussion groups considering and arguing on key debates facing the music industry today. Students will also be expected to carry out an ethnographic field observation task at a local music event, and present their notes to class for discussion. Invited guest speakers, musicians or producers, will add to 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. Class 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.

Course Attendance and Punctuality

Regular class attendance is required throughout the program, and all unexcused absences* may result in a *lower participation grade* for any affected CIEE course. Due to the intensive schedules for Open Campus and Short Term programs, unexcused absences that constitute more than 10% of the total course will result in a written warning and the final course grade will be lowered by 3 percentage points.

*Students who transfer from one CIEE class to another during the add/drop period will not be considered absent from the first session(s) of their new class, provided they were marked present for the first session(s) of their original class. Otherwise, the absence(s) from the original class carry over to the new class and count against the grade in that class.

For CIEE classes, *excessively tardy (over 15 minutes late) students will be marked absent. Attendance policies also apply to any required co-curricular class excursion or event*, as well as to Internship, Service Learning, or required field placement.*

*With the exception that some class excursions cannot accommodate any tardiness, and students risk being marked as absent if they fail to be present at the appointed time.

Students who miss class for personal travel, including unforeseen delays that arise as a result of personal travel, will be marked as absent and unexcused. *No make-up or re-sit opportunity will be provided.*

An absence in a CIEE course will only be considered excused if:

- a doctor's note is provided
- a CIEE staff member verifies that the student was too ill to attend class
- satisfactory evidence is provided of a family emergency.

Unexcused absences will lead to the following penalties:

<i>Percentage of Total Course Hours Missed</i>	<i>Equivalent Number of Open Campus Semester classes</i>	<i>Minimum Penalty</i>
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Up to 10%	1	Possible reduction of participation grade
10 – 20%	2	Written warning; reduction of final grade by 3%
More than 20%	3	Automatic course failure, and possible expulsion

Weekly Schedule

Please note this schedule is subject to change if opportunities arise to enhance the curriculum.

Week 1 Orientation Week

Class 1:1 Introduction to class

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

Case study: *Electrolux*.

Chapter 1 in Grant, *Contemporary Strategy Analysis*.

Week 2

Class 2:1 Strategic Goals

Govern Strategy, Corporate and Social Responsibility, and Expectations of “stakeholders”.

Case study: *Manchester United*, 8.

Chapter 2 in Grant, *Contemporary Strategy Analysis*.

Chapter 4, section 4.4 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Class 2:2 Environmental Analysis

Macro-environment: *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 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Due Date for submission of first summary paper.

Week 3



Class 3:1 Environmental analysis

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 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Class 3:2 Competition and Market

Strategic groups, segmentation, direct competitors and strategic client

Case study: *Uniqlo challenges Zara*.

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Due date for draft of Written Case Analysis.

Week 4

Class 4:1 Resource and Capability analysis

Classification, value chain. Evaluating Resources and Capabilities.

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

Chapter 5 in Grant, *Contemporary Strategy Analysis*.

Class 4:2

Chapter 6 in Grant, *Contemporary Strategy Analysis*.

Due date for submission of Written Case Analysis.

Class 4:3

Co-curricular outing. TBA.

Week 5

Class 5:1 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 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Chapter 7 in Grant, *Contemporary Strategy Analysis*.

Class 5:2 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 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Due date for submission of group projects.

Week 6

Class 6:1 Competitive Strategy

Internationalization. International Strategic framework. International Strategies.

Case study: *Virgin Group*.

Chapter 6 in *Exploring Corporate Strategy*, Johnson, G.; Scholes, K.; Whittington, R.

Class 6:2 Final Exam

Final exam due.

Course Materials

Johnson, G; Scholes, K.; Whittington, R. (2008): *Exploring Corporate Strategy: Texts and Cases*. Prentice Hall/Pearson, 2008, 8th ed.

Grant, Robert M. (2006). *Contemporary Strategy Analysis: Concepts, Techniques, Applications*. Wiley, 2015, 9th ed.

Academic Integrity

CIEE subscribes to standard U.S. norms requiring that students exhibit the highest standards regarding academic honesty. Cheating and plagiarism in any course assignment or exam will not be tolerated and may result in a student failing the course or being expelled from the program. Standards of honesty and norms governing originality of work differ significantly from country to country. We expect students to adhere to both the U.S. American norms and the local norms, and in the case of conflict between the two, the more stringent of the two will prevail.

Three important principles are considered when defining and demanding academic honesty. These are related to *the fundamental tenet that one should not present the work of another person as one's own*.

The first principle is that *final examinations, quizzes and other tests must be done without assistance from another person, without looking at or otherwise consulting the work of another person, and without access to notes, books, or other pertinent information* (unless the professor has explicitly announced that a particular test is to be taken on an "open book" basis).

The second principle applies specifically to course work: *the same written paper may not be submitted in more than one course. Nor may a paper submitted at another educational institution be submitted to satisfy a paper requirement while studying abroad*.



The third principle is that *any use of the work of another person must be documented in any written papers, oral presentations, or other assignments carried out in connection with a course. This usually is done when quoting directly from another's work or including information told to you by another person* (the general rule in U.S. higher education is that if you have to look something up, or if you learned it recently either by reading or hearing something, you have to document it).

There are three levels of escalation establishing the seriousness of the plagiarism in question.

- **Level one plagiarism:** minor or unintentional plagiarism; leading to passable grade/failing grade on the assignment, depending on perspective of lecturer. No opportunity for resubmission.
- **Level two plagiarism:** significant plagiarism, but potentially due to poor referencing rather than intellectual property theft. This leads to a failing grade (potentially zero points) on the assignment. No opportunity for resubmission.
- **Level three plagiarism:** significant plagiarism, requiring investigation by the Center/Resident/Academic Director, and subsequent disciplinary panel.

Faculty will report any suspected circumstances of plagiarism to the Center/Resident/Academic Director immediately. Faculty can, if they deem it appropriate, require students to submit the Plagiarism Declaration Form (Appendix D) with each assignment as it is submitted.

In any case where Academic Honesty is in question while the student is still onsite at the program, and will impact the grade for the assignment in question, the CIEE Academic Honesty form (Appendix E) will be completed by the Center/Resident/Academic Director, signed by the professor, delivered to the student for signature and added to the student's permanent records. For any Level three violation, or repeated lower level violation, the Center/Resident/Academic Director will inform the student's home institution of the infraction and subsequent penalty.