



ENGAGE. EXPERIENCE. EMBRACE. EDUCATE.

CIEE Study Center in Seville, Spain

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| Course name: | STRATEGIC MANAGEMENT |
| Course number: | BUSI 3107 CSCS |
| Programs offering course: | Liberal Arts, Advanced Liberal Arts, Business and Society and Communication, New Media and Journalism Programs |
| Language of instruction: | Spanish |
| U.S. semester credits: | 3 credits |
| Contact hours: | 45 hours |
| Term: | Spring 2018 |

COURSE DESCRIPTION:

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, although greater attention to European and Spanish context will be provided.

LEARNING OBJECTIVES:

In this course, we will explain companies' integration in their environment on a conceptual scheme in a way that we will be able to identify their success or failure. We intend to rationalize the knowledge, experience and capabilities of management and define the tools that are needed to meet their goals. To do this we must understand the business environment and the business itself to evaluate its position and look for valid ways to meet its goals and implement its strategies.

COURSE PRE-REQUISITS:

Some prior knowledge of business management is recommended, but not necessary.



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METHODS OF INSTRUCTION:

Classes will be based on various readings, cases and visual presentations. From here the students will be asked to participate in in-class discussions, group work, and develop analysis and decision-making abilities. In-class discussions about readings and case studies will make up about half of class time and will be evaluated to form part of the final grade.

ASSESSMENTS AND FINAL GRADES:

CIEE classes are not graded on a curve nor is there extra credit work. The final grade will be based upon the following criteria:

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| Midterm Exam | 30% |
| Participation and case studies | 20% |
| Presentation | 20% |
| Final Exam | 30% |

COURSE REQUIREMENTS

Class discussion

Students are expected to actively participate in classroom activities, case studies and debates that are planned throughout the semester.

Case Questions

Students are expected to provide answers and feedback related to class lessons and readings.

Business analysis

Each student will be required to complete a business analysis, of the company of their choice, it should be no longer than 10 pages 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



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and a second draft within the last two weeks of the semester. The final draft will be due the day of the final exam and will make up 20% of the final grade.

Attendance policy: Regular class attendance is required throughout the program.

For CIEE classes, excessively tardy (over 15 minutes late) students must be marked absent, and the student should be reminded of the policy at the time of the infraction. Attendance policies also apply to any required co-curricular class excursion or event, as well as to Internship, Service Learning, or required field placement. Students who miss class for 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
- evidence is provided of a family emergency

Persistent absenteeism (students exceeding 10% of total course hours missed, or violations of the attendance policies in more than one class) may lead to a written warning from the Center/Resident/Academic Director, notification to the student's home school, and/or dismissal from the program in addition to reduction in class grade(s). Students with unexcused absences exceeding 20% of the total course hours will fail the course.

Academic Honesty: Students are expected to act in accordance with their university and CIEE's standards of conduct concerning plagiarism and academic dishonesty. Use of online translators for work in Spanish will result in an automatic failure.

Linguistic Resource Center: It is recommended that students use the LRC

WEEKLY SCHEDULE

Week 1: Unit 1: Introduction to strategy: The concept of strategy, strategic levels, the strategy management process; Strategic Management in different contexts.

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

Case study: *Electrolux*

Week 2: Unit 2: Strategic goals: Govern Strategy, Corporate and Social Responsibility, and Expectations of “skateholders”.

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.

Case study: *Manchester United,*

Week 3: Unit 3: Environmental analysis: Macroenvironment: *PESTEL*, key drivers of change, scenarios

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

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

Week 4: Unit 4: Environmental analysis: Microenvironment: Competition and expand rivalry analysis. Porter five forcé analysis model.

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

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

Week 5: Unit 5: Competition and market: *Strategic groups*, segmentation, direct competitors and strategic client

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

Case study: *Uniclo challenges Zara.*

Week 6: Unit 6: Resource and Capability analysis: Classification, value chain.

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

Week 7: Unit 7: Evaluating Resources and Capabilities

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

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

Week 8: Unit 8: Business Strategy: competitive advantage; basis, sustainability, competition and collaboration.

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.

Case study: *The case Rolls-Royce*.

Week 9: Unit 9: Corporate strategy: Process of development. Portfolio matrix.

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.

Week 10: Unit 10: Competitive Strategy: Internationalization. International Strategic framework.

International Strategies.

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

Case study: *Virgin Group*

Week 11: Student presentations

Week 12: *Final Exam*



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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.