



CIEE Global Institute – Berlin

Course name:	Strategic Management
Course number:	(GI) MGMT 3003 BRGE
Programs offering course:	Berlin Open Campus, Berlin Global Architecture and Design
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%
	TOTAL:	100%

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 2,000 words in length, double spaced. In order to receive feedback, from the instructor 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 two short essay-based questions and two longer 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 Policy

Regular class attendance is required throughout the program, and all unexcused absences will 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.

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 must 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. 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.

Attendance policies also apply to any required class excursion, 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.

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>
Up to 10%	1 content classes, or up to 2 language classes	Participation graded as per class requirements
10 – 20%	2 content classes, or 3-4 language classes	Participation graded as per class requirements; written warning



More than 20%	3 content classes, or 5 language classes	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

1.1 Introduction to Class

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

Case study: Electrolux

Reading:

Chapter 1, sections 1.1, 1.2, 1.5 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Week 2

2.1 Strategic Goals

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

Reading:

Case study: Manchester United

Chapter 2 of: Grant, Robert M. *Contemporary Strategic Analysis*. Blackwell, 2005.

Chapter 4, section 4.4 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

2.2 Environmental Analysis

Macroenvironment: *PESTEL*, key drivers of change, scenarios

Reading:

Case study: Analysis of the Passenger Air Transportation Sector in Europe

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Due Date for submission of first summary paper

Week 3

3.1 Environmental analysis

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

Reading:

Case study: *Reconfiguration of the shipping container industry in Germany: structure and strategy*

Chapter 2, sections 2.1, 2.2 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

3.2 Competition and Market

Strategic groups, segmentation, direct competitors and strategic client

Reading:

Case study: Uniqlo challenges Zara.



Chapter 2, sections 2.3 and 2.4 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Due date for draft of Written Case Analysis.

Week 4

4.1 Resource and Capability Analysis

Classification, value chain. Evaluating Resources and Capabilities

Reading:

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

4.2 Resource and Capability Analysis (Part 2)

Reading:

Chapter 5 of: Grant, Robert M. *Contemporary Strategic Analysis*. Blackwell, 2005.

Due date for submission of Written Case Analysis

Week 5

5.1 Business Strategy

Competitive advantage; basis, sustainability, competition and collaboration.

Reading:

Case study: The case of Rolls-Royce.

Chapter 5, sections 5.2, 5.3 and 5.4 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Chapter 7 of: Grant, Robert M. *Contemporary Strategic Analysis*. Blackwell, 2005.



5.2 Corporate Strategy

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

Reading:

Chapter 7, sections 7.1, 7.2 and 7.3 of: Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Due date for submission of group projects

Week 6

6.1 Competitive Strategy (Part 2)

Internationalization. International Strategic framework. International Strategies.

Case study: Virgin Group

Reading:

Chapter 6 of Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

6.2 Final Exam

Final exam due

Readings

Johnson, Gerry, et al. *Exploring Corporate Strategy Text & Cases*. Pearson Education, 2011.

Grant, Robert M. *Contemporary Strategic Analysis*. Blackwell, 2005.