CIEE Barcelona, Spain

Course name: Strategic Management
Course number: MGMT 3003 BASP
Programs offering course: Barcelona Business and Culture, Barcelona Economics and Culture, Barcelona Language and Culture
Language of instruction: English
U.S. Semester Credits: 3
Contact Hours: 45
Term: Spring 2020

Course Description

Strategy is a crucial subject. It’s about the development, success and failure of all kinds of organizations, from entrepreneurial start-ups to multinationals, charities to government agencies, and many more. Strategy raises the big questions about those organizations - how they grow, how they innovate and how they change. As a manager of today or tomorrow, you will be involved in shaping, implementing or communicating these strategies.

The primary goal of this course is to give students a comprehensive understanding of the issues and techniques of strategy exploring hot topics in cutting-edge issues such as competition, corporate governance, innovation and entrepreneurship and strategy in practice; engaging them with key debates and the different strategy lenses to get new perspectives; critically analyzing business cases that will enhance their learning and give an extra edge to their course work.

This immersive simulation lets students gain experience of making real strategic decisions and answer the following questions: Why study strategy? Why strategy is so important for business. Where are the internal and external limits of strategy? How to craft business strategies for dynamic contexts? How to harmonize successful strategies and good corporate governance in the new millennium?

Learning Objectives

The learning objectives are as follows:

- To know how to critically analyze an organization’s position in the external environment
- To examine the determinants of strategic capability – resources, competences and the linkages between them
- To become skilled at addressing the role of history and culture in determining and organization’s position
- To clarify how organizations, relate to competitors in terms of their competitive business strategies
- To recognize how broad and diverse organizations should be in terms of their corporate portfolios
- To identify how organizations, pursue strategies through organic development, acquisitions or
strategic alliances

To comprehend criteria and techniques that can be used to evaluate organizational performance and strategic options

To understand how strategies develop in organizations; in particular, the processes that may give rise to intended strategies or to emergent strategies

To recognize the way in which organizational structures and systems of control are important in organizing for strategic success

Course Prerequisites

3 semesters of college-level micro- or macroeconomics, accounting, finance, management, or statistics.

Methods of Instruction

The delivery method consists of a mix of lectures, cases, exercises, company visits, guest lecturers and individual coaching. Class debates and participation with a positive and collaborative attitude will be a requirement and fundamental to the learning process.

Assessment and Final Grade

The final grade will be based on the following methods of assessment:

1. Final project (oral presentation): 20%
2. Midterm exam: 25%
3. Final exam: 25%
4. Class participation: 15%
5. Case studies: 15%

Course Requirements

Final Project (oral presentation)

Students must do a 15-18 minutes oral presentation about a company’s strategic decision. For example, they will analyze critically: a) how the arrival of a new CEO has effected company’s internal and external dimensions (employee’s motivation, productivity, stock market quotation, impact in their industry, image and reputation, rivalry, etc.), or b) how a change in the legislation has led to a change in a company or industry’s transformation (adaptation of its products and services to the new situation, impact on consumers, peer agreements, new entrants barriers, etc.).

Students must run the presentation and the ulterior debate. After the presentation the rest of the students will have 5 minutes to prepare a challenging question. The presentation can include short videos about the subject, use PPT, Prezi or similar tools. Students can distribute hard copies of articles or other resource’s used one week before the date of their presentation.

Students must send to the Instructor their proposal of oral presentation at least 3 working days before the day of the presentation. This day the group will turn in to the Instructor a Word doc. with an index,
main content, conclusions and sources of information of the Project (1500 to 2000 words. Please refer to guidelines for specific instructions).

Midterm and Final exam
The midterm and final exam will consist of multiple choice and short answer questions covering the content of the course: PPTs, cases, articles, field visits information, class debates and students’ and guest speaker’s presentations.

Class participation
You are expected to demonstrate a positive and cooperative attitude and must provide relevant reasoning, examples, and insights during class debates.

Case Studies
Every week students must present and make a critical analysis on a relevant case study or article about a strategic decision from a leading business magazine and open a class discussion. Case preparation will be required before class.

CIEE Barcelona Attendance Policy
Students are expected to attend all scheduled class sessions on time and prepared for the day’s class activities. CIEE does not distinguish between justified or unjustified absences, whether due to sickness, personal emergency, inevitable transport delay and/or other impediments. You are considered responsible of managing your own absences. Please keep in mind that exams, paper submission dates, presentations and any other course work deadlines cannot be changed.

No academic penalty will be applied if students miss up to 3 class sessions. If students miss up to 5 class sessions, students’ final course grade will drop 5 points out of 100 on the CIEE grade scale for each additional absence beyond 3 (for example a 95 will become a 90 if they reach the 4th absence, and an 85 if they reach the 5th absence). Students will automatically fail the course if they miss more than 20% of total class hours (i.e. if they exceed 5 absences).

For students who miss up to 20% of the total course hours due to extenuating circumstances, the Academic Director may allow for exceptions to the local attendance policy based on documentation such as proof of bereavement, religious observances, hospitalization etc.

Students arriving more than 10 minutes late to the class will be considered absent for a day.

Weekly Schedule

Week 1
1.1 Introduction to the course
Course Presentation-Madonna Vs. Gaga

1.2 Why Strategy?
Chapter 1: The concept of Strategy liberalization.
Reading: Grant, Chapter 1 (pp.2-32)
Week 2
  2.1 Basics for Strategic Analysis
  Chapter 2: Goals, Values and Performance making
  Reading: Grant, chapter 2 (pp. 33-61)

  2.2 Case Study: Chapters 1 & 2
  Reading: Starbucks case

Week 3
  3.1 External Environment
  Chapter 3: Industry Analysis: The Fundamentals
  Reading: Grant, chapter 3 (pp. 62-87)

  3.2 Case Study: Chapter 3
  Reading: Pot of Gold case.

Week 4
  4.1 Internal Analysis
  Chapter 4: Analyzing resources and capabilities
  Reading: Grant, chapter 5 (pp. 112-138)

  4.2 Case Study: Chapter 4
  Reading: Harley Davidson Inc. case

Week 5
  5.1 Special Resources: Does Culture Matter?
  Chapter 5: Organizational Culture
  Reading: Mead, chapter 5 (pp. 79-93)

  5.2 Case Study: Chapter 5
  Reading: Apple Vs. Facebook Vs. Google case

Week 6
  6.1 Mid-Term Review

  6.2 Mid-Term Exam

Week 7
  7.1 Mid-Term Feedback, And Now What?

  7.2 Field trip / Extra activity
  Review for Midterm exam.

Week 8
  8.1 The Quest for Competitive Advantage
Chapter 6: The Sources and Dimensions of Competitive Advantage
Reading: Grant, chapter 7 (pp. 167-204)

8.2 Case Study: Chapter 6
Reading: Chipotle Mexican Grill case

Week 9
9.1 Guest Speaker

9.2 Vertical Integration and the Firm’s Scope I
Chapter 7: Vertical Integration and the Scope of the Firm
Reading: Grant, chapter 11 (pp. 290-310)

Week 10
10.1 Case Study: Chapter 7
Reading: American Apparel: Vertically Integrated in Downtown LA case

10.2 Field Trip Visit

Week 11
11.1 Corporate Strategy and Diversification
Chapter 8: Diversification Strategy
Reading: Grant, chapter 13 (pp. 341-360)

11.2 Case Study: Chapter 8
Reading: The Virgin Group

Week 12
12.1 Oral Projects presentation

12.2 Oral Projects presentation

Week 13
13.1 Final review

13.2 Final Exam

Course Materials

Readings

Cases and Additional material will be provided through CIEE Canvas platform.