

DEREE COLLEGE SYLLABUS FOR: MG 4415 STRATEGIC MANAGEMENT	
(Updated Fall 2021)	UK LEVEL: 6 UK CREDITS: 15 US CREDITS: 3/0/3
PREREQUISITES:	AF 2007 Financial Accounting EC 1000 Principles of Microeconomics FN 2128 Principles of Finance or FN 3105 Financial Management MG 2003 Management Principles or MG 3034 Managing People and Organizations
CATALOG DESCRIPTION:	Sources of competitive advantage, competitive advantage, superior performance. Steps of strategic planning process, analysis of external environment, analysis of internal environment, business-level strategies, corporate-level strategies, corporate governance, business ethics.
RATIONALE:	The field of strategic management is of paramount importance to future practicing managers, since it explains what accounts for differences in performance across firms. Through the integration of previous knowledge in other fields of management, economics and finance, students will be able to leverage macro-environment and industry-related information as well as company-specific information in order to improve their decision making in terms of achieving superior, or above industry average, performance in an ethical way for a variety of profit-seeking organizations and industry contexts.
LEARNING OUTCOMES:	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> 1. Demonstrate critical understanding of the key concepts, frameworks and principles of strategy-formulation, strategy-implementation and competitive analysis. 2. Apply ethical principles and concepts related to social responsibility and sustainable development to strategic decision making. 3. Assess real-life business problems in various industry settings and formulate creative solutions using a strategic management perspective. 4. Critically analyze an organization's internal and external environment and discuss implications for strategy crafting and implementation.
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the College, the following tools are used: <ul style="list-style-type: none"> ➤ Classes consist of lectures, case study analyses with in-class presentations. In-class discussion is emphasized.

	<ul style="list-style-type: none"> ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material. ➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources. 						
<p>ASSESSMENT:</p>	<p>Summative:</p> <table border="1" data-bbox="610 537 1448 667"> <tr> <td>First Assessment: Written project (Individual, 3,000 – 3,500 words)</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>Final Assessment: Written Examination (Essay-type questions)</td> <td style="text-align: right;">40%</td> </tr> </table> <p>Formative:</p> <table border="1" data-bbox="610 739 1448 806"> <tr> <td>Case studies, short reports, discussion and analysis of articles, in-class presentations</td> <td style="text-align: right;">0%</td> </tr> </table> <p>The formative coursework aims to prepare students for the midterm examination and the research written project.</p> <p>The first assignment tests Learning Outcomes 3 and 4. The second assignment tests Learning Outcomes 1 and 2.</p> <p>Students are required to resit failed assessments in this module.</p>	First Assessment: Written project (Individual, 3,000 – 3,500 words)	60%	Final Assessment: Written Examination (Essay-type questions)	40%	Case studies, short reports, discussion and analysis of articles, in-class presentations	0%
First Assessment: Written project (Individual, 3,000 – 3,500 words)	60%						
Final Assessment: Written Examination (Essay-type questions)	40%						
Case studies, short reports, discussion and analysis of articles, in-class presentations	0%						
<p>INDICATIVE READING:</p>	<p>REQUIRED READING: Thompson A., Peteraf M., Gamble J. and Strickland III A. Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases. McGraw-Hill. Latest edition.</p> <p>RECOMMENDED READING:</p> <p>BOOKS: Grant, R.M., and Jordan, J.J. (2015). Foundations of Strategy. 2nd ed., Wiley</p> <p>HBR (2011). HBR'S 10 Must Reads on Strategy</p> <p>Hill C.W.L., Schilling M.A. and Jones G.R. (2017). Strategic Management: An Integrated Approach: Theory & Cases. 12th ed., Cengage Learning.</p> <p>Johnson, G., Whittington, R., Regner, P., Scholes, K., & Angwin, D. (2017). Exploring strategy: Text and Cases. 11th ed. Pearson</p> <p>Mckeown, M. (2012). The Strategy Book. FT Press</p> <p>Mintzberg, H., Lampel, J.B., Quinn, J.B. and Ghoshal, S. (2013). The strategy process. 5th ed. Harlow: Pearson Education.</p> <p>Montgomery, C. (2012). The Strategist: Be the Leader Your Business Needs. Harper Business</p>						

Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. New York, Free Press.

Porter, M. E. (1985). *Competitive advantage: Creating and sustaining superior performance*. New York, Free Press.

Porter, M.E. (1990). *The competitive advantage of nations*. New York: Free Press.

Rumelt, R. (2011). *Good Strategy Bad Strategy: The Difference and Why It Matters*. Profile Books

Tzu, S. (2007). *The Art of War*. Filiquarian.

ARTICLES:

Aguinis, H, Solarino, AM. (2019). "Transparency and replicability in qualitative research: The case of interviews with elite informants". *Strategic Management Journal*, Vol. 40, pp. 1291– 1315.

Belderbos, R, Tong, TW, Wu, S. (2019). "Multinational investment and the value of growth options: Alignment of incremental strategy to environmental uncertainty". *Strategic Management Journal*, Vol. 40, pp. 127– 152.

Cloutier, C. and Ravasi, D. (2021). "Using tables to enhance trustworthiness in qualitative research", *Strategic Organization*, Vol. 19 No 1, pp. 113–133.

Cuervo-Cazurra, A, Mudambi, R, Pedersen, T. (2019). "Subsidiary power: Loaned or owned? The lenses of agency theory and resource dependence theory". *Global Strategy Journal*, Vol. 9, pp. 491-501.

Fjeldstad, O.D. & Snow, C.C. (2018), "Business models and organization design". *Long Range Planning*, Vol. 51 No 1, pp. 32-39.

Fossi, N.J. & Jensen, H. (2018). "Managerial meta-knowledge and adaptation: Governance choice when firms don't know their capabilities", *Strategic Organization*, Vol. 17 No 2, pp. 153-176.

Greckhamer, T., Furnari, S., Fiss, K.C. & Aguilera, R.V. (2018). "Studying configurations with qualitative comparative analysis: Best practices in strategy and organization research". *Strategic Organization*, Vol. 16 No 4, p.p. 482-495.

Hannah, DP, Eisenhardt, KM. (2018). "How firms navigate cooperation and competition in nascent ecosystems". *Strategic Management Journal*, Vol. 39, pp. 3163– 3192.

Hirsch, P.B. (2020), "The great reanimation", *Journal of Business Strategy*, Vol. 41 No. 6, pp. 81-84.

Hoffmann, W, Lavie, D, Reuer, JJ, Shipilov, A. (2018). "The interplay of competition and cooperation". *Strategic Management Journal*, Vol. 39, pp. 3033– 3052.

	<p>Jiao, J., Liu, Y., Wu, R., & Xia, J. (2020). "Corporate Strategy and Subsidiary Performance: The Effect of Product and Geographic Diversification". <i>Management and Organization Review</i>, Vol. 16 No 5, pp. 996-1029.</p> <p>Kim, S, Lee, G, Kang, H-G. (2021). "Risk management and corporate social responsibility". <i>Strategic Management Journal</i>, Vol. 42, pp. 202– 230.</p> <p>Luo, Y, Bu, J. (2018). "When are emerging market multinationals more risk taking?", <i>Global Strategy Journal</i>, Vol. 8, pp. 635– 664.</p> <p>Makadok, R, Burton, R, Barney, J. (2018). "A practical guide for making theory contributions in strategic management". <i>Strategic Management Journal</i>, Vol. 39, pp. 1530– 1545.</p> <p>Nuruzzaman, N, Gaur, AS, Sambharya, RB. (2019). "A microfoundations approach to studying innovation in multinational subsidiaries". <i>Global Strategy Journal</i>, Vol. 9, pp. 92– 116.</p> <p>Onetti, A. (2019), "Turning open innovation into practice: trends in European corporates", <i>Journal of Business Strategy</i>, Vol. 42 No. 1, pp. 51-58.</p> <p>Quigley, TJ, Hambrick, DC, Misangyi, VF, Rizzi, GA. (2019). "CEO selection as risk-taking: A new vantage on the debate about the consequences of insiders versus outsiders". <i>Strategic Management Journal</i>, Vol. 40, pp. 1453– 1470.</p> <p>Samba, C, Van Knippenberg, D, Miller, CC. (2018). "The impact of strategic dissent on organizational outcomes: A meta-analytic integration". <i>Strategic Management Journal</i>, Vol. 39, pp. 379–402.</p> <p>Sigalas C. (2015). Competitive advantage: The known unknown concept. <i>Management Decision</i>. Vol. 53 No 9, pp. 2004-2016.</p> <p>Sigalas C. and Papadakis V. (2018). Empirical investigation of relationship patterns between competitive advantage and superior performance. <i>Journal of Strategy and Management</i>. Vol. 11 No 1, pp. 81-111.</p> <p>Stallkamp, M, Schotter, A.P.J. (2021), "Platforms without borders? The international strategies of digital platform firms". <i>Global Strategy Journal</i>. Vol. 11, pp. 58– 80.</p> <p>Tallman, S, Luo, Y, Buckley, PJ. (2018). "Business models in global competition". <i>Global Strategy Journal</i>, Vol. 8, pp. 517– 535.</p> <p>Warner, K.S.R. & Wager, M. (2019). "Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal", <i>Long Range Planning</i>, Vol. 52 No 3, pp.326-349.</p> <p>Wenzel, M., Stanske, S. and Lieberman, M.B. (2020), "Strategic responses to crisis", <i>Strategic Management Journal</i>, Vol. 42 No 2. DOI: 10.1002/smj.3161.</p>
--	---

	<p>Wirtz, B.W., Pistoia, A., Ullrich, S. & Göttel, V. (2016). "Business Models: Origin, Development and Future Research Perspectives". Long Range Planning, Vol. 49 No 1, pp. 36-54.</p> <p>Zhao, Y., von Delft, S., Morgan-Thomas, A. & Buck, T. (2019). "The evolution of platform business models: Exploring competitive battles in the world of platforms", Long Range Planning, Vol. 53 No 4. https://doi.org/10.1016/j.lrp.2019.101892.</p> <p>Articles and additional material will be supplied throughout class meetings.</p>
INDICATIVE MATERIAL: <i>(e.g. audiovisual, digital material, etc.)</i>	<p>REQUIRED MATERIAL: N/A</p> <p>RECOMMENDED MATERIAL: N/A</p>
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and written communications.
SOFTWARE REQUIREMENTS:	MS Office
INDICATIVE CONTENT:	<ol style="list-style-type: none"> 1. Strategic Planning, Strategy and Competitive Advantage 2. Strategic Analysis 3. Strategy Formulation 4. Strategy Implementation/Execution 5. Strategic Control 6. Ethics and Social Responsibility in Decision Making 7. Corporate culture and Leadership 8. Cases, articles and issues in strategy and strategic management 9. Corporate governance