CIEE Paris, France

Course title: Strategic Management
Course code: (GI) MGMT 3003 CIEE
Programs offering course: Open Campus Block
Open Campus Track: Business
Language of instruction: English
U.S. semester credits: 3.00
Contact hours: 45.00
Term: Fall Block I 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, as well as a virtual round table and a guest speaker to understand how local venues, sites, and businesses or organizations operate. Classroom activities will involve group work and critical discussion groups considering challenges facing strategic management in industry today.

Assessment and Final Grade

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<tr>
<th>Component</th>
<th>Weight</th>
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<tr>
<td>Class Lead Presentation</td>
<td>15%</td>
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<tr>
<td>Product Adaptation Presentation</td>
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<td>Written Case Analysis</td>
<td>15%</td>
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<tr>
<td>Business Analysis Project</td>
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<tr>
<td>Final Exam</td>
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<tr>
<td>Class Participation</td>
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<td>TOTAL</td>
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Class-Led Presentation
As an individual or in pairs, students will lead discussions based on the industry and theory discussed during one session of their choice. During this discussion, students will present the idea and provide international examples of businesses impacted by the theory. Individuals or pairs are expected to speak for 5-10 minutes on the topic and will be supported by the instructor to engage their peers. Students are encouraged to provide the class with any outside resources such as articles, case studies, etc. The class-led presentations will start during Week 3. A full list will be presented to students during the first session, as well as extensive guidelines on what the expectations are. Examples of some topics for the class-led discussions are:

- Strategic challenges in a domestic market
- Sustainability in Management
- Non-profit Management
- Crisis Management related to Covid-19

Time on task: 3h

Product Adaptation Presentation
In groups of 2-3, students will choose an international organization that has a tangible product in multiple markets. Students will examine the packaging and overall functionality of the product between two different markets and make strategic recommendations on how to adapt the product to enter a new market that would be of high interest for the organization in two different countries. Extensive guidelines and rubrics will be presented during the first session of class and be available on Canvas. This presentation will be due at the end of Week 4.

Time on task: 5h

Written Case Analysis
Each student will be required to complete a written analysis of a case. It should be no more than 2000 words in length, double spaced. Students will have a choice of several case studies to choose from in their analysis to apply theories discussed in the course in a practical way to find a solution to the problem. The written assignment will be due by the end of Week 3. The case study choices will be:

- Hacking Heroin
- Vertu: Nokia's Luxury Mobile Phone for the Urban Rich
- ST Dupont
- Sustainable Finance for Small and Medium-Sized Enterprises in an Emerging Market: Honduras

Further guidelines for the structure of the analysis and rubrics will be presented during the first session of the course.

Time on task: 10h

Business Analysis Project
Students will prepare a strategic analysis of an existing company as part of a group. They 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/socially conscious capitalism, etc. The project will be presented during Week 5, with a minimum length of 15 minutes. Extensive guidelines will be given on the first day of class.

Time on task: 10h

Final Exam
Students will take a final exam at the end of the course. The exam (short and long essays) will cover all topics discussed and analyzed in class. The exam will be a take-home exam that students will receive at the end of week 4. Rubrics will be used to assess the assignment.

Time on task: 20h

Participation
Participation is defined as meaningful contribution in the digital classroom, using the resources and materials presented to students as part of the course. Meaningful contribution requires students to prepare in advance of each recorded session and regularly engage with the resources, discussions, reflective assignments, and all other online learning activities.
Students are required to demonstrate engagement with course materials, for example, through insightful, constructive comments and by using subject-appropriate terminology in: online discussion boards, peer-to-peer feedback (after viewing the presentations of others), interaction with guest speakers, where available, and submissions related to other outside-of-class activities. Students should ensure that submitted commentary balances opinions, general impressions, and specific and thoughtful criticisms or contributions. Grades are based on the content, depth, and quality of the aforementioned types of meaningful contributions as measured per the Participation grading rubric in Canvas.

Students are also expected to use the Canvas inbox for communicating any clarifying questions they may want to ask about assessments or other course requirements.

**Technology Requirements**

Participation requires access to a computer with microphone (a headset and microphone are preferred over built-in sound devices) and webcam; a stable and strong internet connection; and a quiet and well-lit environment.

**Attendance**

**Expectations:** In an asynchronous online learning format, attendance takes the form of active student engagement:

- in instructional activities, course content, course tools
- with the course instructor, other students, and
- by timely completion of all assessments.

“Attendance” is more than just logging into the course on Canvas. Students must establish a record of participation in academically related activities in order to comply with this requirement.

Academically related activities include, but are not limited to:

- submitting an academic assignment;
- taking an exam or quiz;
- attending a study group that is assigned by the instructor;
- participating in an online discussion about academic matters, designed by the instructor; or
- initiating contact in Canvas with the instructor to ask a question about the academic subject studied in the course.

Academically related activities do NOT include activities where a student may be present, but not academically engaged, such as:

- logging into an online class without active participation
- contributing to or engaging in the CIEE Orientation or Community Course(s)

**First Week of Class:** Online courses officially commence on the first day of the term. Students must demonstrate engagement in class by no later than day 5 of the term, or risk being administratively dropped from the course with no opportunity to re-enroll. Students administratively dropped from the course for failure to engage will be considered withdrawn from the program and subject to CIEE financial withdrawal policies and fees.

**Duration of Course:** Continued, regular class engagement is required throughout the scheduled duration of the course, and disengagement will result in a lower participation grade for any affected CIEE course. Due to the intensive schedules for completing courses online, consistent failure to engage in the course on a weekly basis (defined as failing to engage for two or more weeks of online learning) will result in a formal written warning from the CIEE Center Director.

CIEE instructors / staff will monitor student engagement on a weekly basis.

The weekly schedule below outlines due dates for asynchronous learning activities for this course.

N.B. Please note the class schedule is subject to change if opportunities arise to enhance the curriculum.
Weekly Schedule

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

WEEK 1  ORIENTATION WEEK

Class 1  Introduction
The concept of strategy, strategic levels, the strategy management process; strategic management in different contexts.

Required reading
Course syllabus.
Grant, ch. 1: Contemporary Strategy Analysis.

Time on task: 3h

WEEK 2: Building your toolkit: Environmental Analysis & Value Proposition

Class 2  Strategic Goals
Govern Strategy, Corporate and Social Responsibility, and Expectations of “stakeholders”.

Required readings
- Chan, W. Kim. “Nintendo Switch: Shifting from Market-Competing to Market-Creating Strategy” (Case study)
- Glenn Rowe, W., Mark, Ken. “Starbucks, Howard Schultz, and the Trump Effect” (Case study)

Recommended readings
- Chapter 2 in Grant, Contemporary Strategy Analysis.
- Chapter 4, section 4.4 in Exploring Corporate Strategy, Johnson, G.; Scholes, K.; Whittington, R.

Time on task: 4h

Class 3  Environmental & Competitive Analysis
Macro-environment: PESTEL, key drivers of change, scenarios.
Microenvironment: Competition and expanded rivalry analysis. Porter five force analysis model.

Required readings
- HBR. “Ethical Dimensions of Competitive Analysis” (Case study)
- Kelly, Mary, Kelly, Madeleine. “Disney: Delivering More Content in More Ways” (Case study)

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

Time on task: 6h

Class 4  Industry and Competitive Analysis, Value Proposition

Required readings
- Howard, Kimberly, Nie, Kajjin, Wei, William. “Bringing Yanjing Beer to Canada” (Case study)
- Mona, Vancora, Johnny, Chan, Katelyn. 2016. “Creating Revenue Streams for Voss” (Case study)
- Plummer, Larry, Schotter, Andreas, Stallkamp, Max. “Forked River Brewing Co.: Craft Beer Entrepreneurship in an Evolving Industry” (Case study)

Time on task: 5h

WEEK 3: Entering Domestic & International Markets
**Class 5  Competition and Market**
Strategic groups, segmentation, direct competitors and strategic clients.

**Required readings**
- Rothaermel, Frank. “Amazon.Com Inc.” (Case study)
- Wu, Andrew, Zhang, Christopher. “Epic Games” (Case study)

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

**Time on task: 4h**

**Class 6  Entering the Market- Domestic & International Strategies**

**Required readings**
- Alon, Ilan, Lohwasser, Meredith. “The Espresso Lane to Global Markets” (Case study)
- Kittilaksanawong, Wiboon, Winkler, Viktor. “Tesla, Inc.: The Strategic Partnership for a New Gigafactory in China” (Case study)

**Time on task: 4h**

**Class 7  Product adaptation in new markets**

**Required reading**
- Hong, Hae-Jung, Doz, Yves. 2019. “L’Oreal Masters Multiculturalism” (Case study)

**Time on task: 2h**

**Assignment due: Written Case Analysis.**

**WEEK 4: Resource & Crisis Management**

**Class 8  Resource and Capability analysis**
Classification, value chain. Evaluating Resources and Capabilities.
“Balance Scorecard Simulation”

**Required readings**
- “Strategy Simulation: The Balanced Scorecard” (Simulation case study)
- Hoffman, Andrew. “H&M’s Global Supply Chain Management Sustainability: Factories and Fast Fashion” (Case study)

**Recommended reading**
Chapter 5 in Grant, *Contemporary Strategy Analysis*.

**Time on task: 4h**

**Class 9  Fundraising for Entrepreneurs/SME**

**Required readings**
- Chess, Robert. “FINDMINE: Looking for a Break” (Case study)
- HBR. “Crowdsourcing-Based Business Models: How to Create and Capture Value” (Case study)

**Time on task: 3h**

**Class 10  Crisis Management in 2020 with Covid 19: Normal will never exist again**
Required readings
Select three sources from business and management publications related to the Covid-19 pandemic. Summarize the content and argument of each in 50 words (+/-10%), also taking care of identifying the source and the author.
If you are looking for sources on the lower end of the “media-biased” spectrum, please contact your instructor. Additional videos & readings may be assigned 72 hours before the session due to the rapid change and development of the pandemic.

Time on task: 4h

Assignment due: Product Adaptation Presentation.

WEEK 5  Strategy in Action

Class 11  Business Strategy
Competitive advantage; basis, competition and collaboration.
Guest speaker: Nico Alary - Holybelly

Required reading & viewing
• Before viewing the presentation, please review the Holybelly website before viewing the session.
• Li, Daitian."Racing into the 5G Era: Generational Technological Change and Firm Strategy in Mobile Telecommunications" (Case study)

Recommended readings
• 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.

Time on task: 5h

Class 12  Corporate strategy consulting - Group presentations
Assignment due: Business Analysis Presentation.

Time on task: 1h

Class 13: Competitive Strategy

Required readings
• Barie, Carmen. “IKEA: Global Communication Strategy, Multimedia Case”.
• Farhoomand, Ali, Ziolek, Filip. “Walmart China: Challenging Alibaba’s New Retail” (Case study)

Recommended reading
• Chapter 6 in Exploring Corporate Strategy, Johnson, G.; Scholes, K.; Whittington, R.
• Chapter 7, sections 7.1, 7.2 and 7.3 in Exploring Corporate Strategy, Johnson, G.; Scholes, K.; Whittington, R.

Time on task: 4h

WEEK 6: Trends & the Future of Strategic Management

Class 14  Sustainability & Management

Required readings
• Farber, Vanina. “PMI’s Vision of a Smoke-Free Future: Can a Tobacco Company be Sustainable?” (Case study)
• Misawa, Mitsuru. “Toyota's New Business Model: Creating a Sustainable Future” (Case study)

Time on task: 4h
Class 15  
**Strategy in Nonprofit Management**
Guest speakers: Jackson Interfaith Shelter: Sheryl Sabo-Grieve (Operations Manager) and Stephen Castle (CEO).

Required readings
- Please review Jackson Interfaith Shelter's website and social media platform.
- Anderson, Jacquelyn. "Impact to Last: Lessons from the Frontlines of Social Enterprise (Greyston Bakery)" (Case study)

Time on task: 5h

Class 16  
**Final Exam**
Debrief on the course and discussion of the insights it brought students.
Assignment due: Final exam.

Time on task: 2h
Course Materials

The readings for the course are divided into two categories:

**Case Studies (required readings)**
All case studies will be added to each module. Please note that it is expected that students come prepared to discuss the case studies for each session.


**Textbooks (recommended readings)**
