



Course and Examination Fact Sheet: Autumn Semester 2017

7,200: Strategic Management (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Central - Written examination (50%, 60 mins.)

Decentral - examination paper written at home (individual) (25%)

Decentral - Presentation (in groups - all given the same grades) (25%)

Attached courses

Timetable -- Language -- Lecturer

[7,200,1.00 Strategic Management \(SIM\)](#) -- Englisch -- [Laamanen Tomi](#)

Course information

Course prerequisites

There are no formal prerequisites for this course. The course is primarily reserved for the SIM students. Potential remaining places are for international exchange students. If more exchange students apply for participation in the first session, places are allocated by lot.

Course content

Strategic management is about setting the direction of a corporation and steering it through challenges in its environment. The discipline "deals with (a) major intended and emergent initiatives (b) taken by general managers on behalf of owners (c) that utilize resources (d) to enhance performance (e) of firms (f) in their external environments." (Nag, Hambrick, Chen, 2007). The purpose of this course is to equip students with analytical tools, rigorous conceptual frameworks, practical experience and insights into academic research to the effective formation of strategy in diverse professional settings. The course aims to go beyond established modes of thought in strategic management and incorporate innovative interdisciplinary research. Course participants will be able to draw on a wide variety of perspectives from within management studies and social sciences.

1 Definitions and Layers of Strategy Development

This session provides an introduction to the topic area. We revisit and elaborate on the purpose of strategic management, discuss the multi-layered nature of strategy, and the locus of strategy creation in organizations. We also address the question of why do some companies outperform others? How do strategic choices account for performance heterogeneity?

2 Corporate Strategy

In this session we aim at developing an improved understanding of different means of corporate growth. Participants will be able to answer the question, what business are we in and where can we generate growth? Topics will deal with the productmarket matrix, the composition and balance of a company's portfolio of businesses, and decision-making aimed at creating optimal relationships and synergies between businesses.

3 Resource and Capability based Strategies



In this session we aim at developing an improved understanding of how resources and capabilities affect strategic options of firms. Concepts such as the resource-based view, core competencies and the dynamic capability perspective will be discussed.

4 Industry and Positioning Analysis

Even though industry analysis could be considered to be at the heart of the strategic management field, there are surprisingly few other frameworks that would go beyond the classical Five Forces Analysis framework of Michael E. Porter. In this session we outline and discuss some of the alternative approaches that could be used to go beyond the traditional industry Analysis.

5 Competitive Dynamics

Even the strongest competitive positions tend to get disrupted over time due to the competitive actions of agile competitors. In this session, we develop an understanding of how competitive action-reaction dynamics are played out and what are the different repertoires of competitive action that firms can engage in. We discuss the different determinants of competitive aggressiveness and multiple point competition.

6 Competitive Advantage and Business Model Development

The aim of this session is to develop an improved understanding of what is competitive advantage and what are its different determinants. In this session our aim is to also learn how to use value creating system mapping (VCS) to map a firm's competitive advantage. We conclude by discussing the role of complementarities and the relationship of between the concepts of competitive advantage and business model.

7 Strategic Transactions: Acquisitions and Alliances

Acquisitions and alliances represent some of the most common ways to advance a firm's strategy on the portfolio level. In this session we provide an overview of the use of these different ways to carry out portfolio restructuring with an emphasis on the systematic, programmatic use of these tools.

8 Strategy Process and Strategy Practices

In this session the aim is to develop an understanding the classical and modern approaches to the formation of strategy. After the session the students should be able to distinguish between intended and emergent strategies and the processes that mediate the evolution from on the other. We conclude by discussing how an improved understanding of strategy practices can enhance our understanding of strategy processes.

9 Strategy Execution

This final session aims at developing an improved understanding of the issues relating to strategy execution. Structured approaches to identify and address the strategy execution challenges of a firm are outlined and discussed.

Course structure

The seminar will be carried out in nine sessions. Most sessions will feature a lecture, group presentation of a recent strategy related corporate event, case discussions, and guest speakers.



Course literature

Cases and required readings will be announced at the beginning of the course.

Additional course information

Please note that this course is not open for bidding in the waiting list rounds. Students can bid for the course in the preliminary and main rounds of the bidding only.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Central - Written examination (50%, 60 mins.)

Remark

None

Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

None

Examination languages

Question language: English

Answer language: English



2. Examination sub part (2/3)

Examination time and form

Decentral - examination paper written at home (individual) (25%)

Remark

None

Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2015), *Lern- und Arbeitsstrategien* (11th ed., 4th printing). Aarau: Sauerländer).
- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2014, *Juristisches Arbeiten: Eine Anleitung für Studierende* (5. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

None

Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (25%)

Remark

None

Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

None

Examination languages

Question language: English

Answer language: English

Examination content

In the course there is a separate individual written case assignment. Detailed instructions of this assignment will be provided separately at the beginning of the course.



Examination relevant literature

n/a

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc.

When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 24 August 2017
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 16 October 2017
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 06 November 2017

Please look at the fact sheet once more after these deadlines have expired.