



Course and Examination Fact Sheet: Autumn Semester 2019

7,200: Strategic Management (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

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

Decentral - Presentation (in groups - all given the same grades) (50%)

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.

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 main objectives of the course are:

- 1 Theory - to deepen the understanding of key theoretical perspectives and conceptual frameworks in strategic management
- 2 Methods - to equip participants with frameworks, tools, and analytical thinking skills to conduct strategic analysis
- 3 Practice - to practice participants' analytical strategy development skills in different strategy development contexts and situations

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. The course content is structured in nine sessions:

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

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Examination information

Examination sub part/s



1. Examination sub part (1/2)

Examination time and form

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

Remark

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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 (2/2)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (50%)

Remark

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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

Detailed instructions will be provided at the beginning of the course.

Examination relevant literature

N/A



Please note

Please note that this fact sheet alone is binding and has priority over any other information such as StudyNet (Canvas), personal databases or faculty members' websites and information provided in their lectures, etc.

Any possible references and links within the fact sheet to information provided by third parties are merely supplementary and informative in nature and are outside the University of St.Gallen's scope of responsibility and guarantee.

Documents and materials that have been submitted no later than the end of term time (CW51) are relevant to central examinations.

Binding nature of the fact sheet:

- Information about courses and examination time (central/decentral) and examination type starting from the beginning of the bidding on 22 August 2019
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for decentral examinations after the 4th semester week on 14 October 2019
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for central examinations as from the starting date for examination registration on 4 November 2019

Please consult the fact sheet again after these deadlines have expired.