



## Course and Examination Fact Sheet: Autumn Semester 2022

### 7,200: Strategic Management (SIM)

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

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

Examination time: term time

#### 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 SIM students. Potential remaining places are for international exchange students.

##### Learning objectives

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 management studies and social sciences.

##### 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 content is structured in nine topic areas:

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 complementaries 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 and indications of the learning and teaching design

The course will be carried out in two blocks. The first block in October covers the nine topic areas and provides the theoretical foundation for the course. The second block features group presentations of strategy analyses of selected case companies, 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

Decentral - Written examination (with defined exam duration) (50%, 90 mins.)

Examination time: term time

##### Remark



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## Examination-aid rule

Electronic aids BYOD at HSG - Open book

Students are free to choose aids but will have to comply with the following restrictions:

- Calculator models which do not belong to the Texas Instruments TI-30 series are explicitly not allowed.
- In addition, any type of communication is inadmissible, as are all electronic devices that can be programmed and enable communication, such as electronic dictionaries, additional notebooks, tablets, mobile phones and other devices, which have not been explicitly permitted by the faculty member in charge.

The procurement of the electronic aids as well as ensuring their functionality and fulfillment of the technical requirements is the responsibility of the students.

The examination must be carried out using the programs defined in advance by the faculty member in charge. Mastery of the operation of the programs is part of the examination.

## Supplementary aids

None

## Examination languages

Question language: English

Answer language: English

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## 2. Examination sub part (2/2)

### Examination time and form

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

Examination time: term time

### 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

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## Examination content

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

## Examination relevant literature

N/A



## Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW51) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 42 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 34 (Thursday, 25 August 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 17 October 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 17 October 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 45 (Monday, 7 November 2022).