



Course and Examination Fact Sheet: Autumn Semester 2023

7,200: Strategic Management (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Presentation, Analog, Group work group grade (50%)

Examination time: Term time

decentral - Digital written examination, Digital, Individual work individual grade (50%, 90 Min.)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[7,200,1.00 Strategic Management \(SIM\)](#) -- English -- [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 one to 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 nine sessions. The first block in October will feature 4 theory lectures and in-class cases. The second block in November will feature 5 theory lectures, group presentations on selected case companies, case discussions, and distinguished company guests.

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 modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination



Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	50%
Duration	--

Examination languages

Question language: English

Answer language: English

Remark

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Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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2. Examination sub part (2/2)

Examination modalities

Examination type	Digital written examination
Responsible for organisation	decentral
Examination form	Written exam
Examination mode	Digital
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	50%
Duration	90 Min.

Examination languages

Question language: English

Answer language: English

Remark

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Examination-aid rule

Open Book

Students are free to choose aids, apart from the following restrictions:

- pocket calculator models which are not part of the Texas Instruments TI-30 series, as well as any programmable electronic devices that are capable of communication such as electronic dictionaries, notebooks, tablets, smartphones, headsets, additional screens, etc. are not admissible;
- there is an option for faculty members to explicitly define exceptions under supplementary aids.

Procuring any aids, as well as ensuring their working order, is the exclusive responsibility of students.

Supplementary aids



The examination will be conducted as a digital examination with the following admissible media:

- **Private notebook** (compulsory) – no tablets!
- **Mains adapter** (compulsory)

We would like to point out explicitly that the examination cannot be taken with tablets/iPads.

You will need the following for the examination:

- HSG log-in including access modalities
- WLAN – operational access to Eduroam

Please make sure that

- You yourself are responsible for the perfect working order of your appliance, [cf. also StudentWeb](#).

Any use of additional appliances that are not listed above will be strictly prohibited throughout the examination.

Any necessary actions with another software or additional appliances require the express prior approval of the persons in charge of the examination and are only permitted under supervision.

Any infringement of these rules of conduct may be sanctioned as an infringement of the rules of the University.

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, 24 August 2023);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 16 October 2023);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 45 (Monday, 06 November 2023);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the de-registration period in CW 45 (Monday, 06 November 2023).