



## Course and Examination Fact Sheet: Autumn Semester 2024

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

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

decentral - Quiz, Digital, Individual work individual grade (50%)

Examination time: Term time

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

Examination time: Term time

#### Attached courses

Timetable -- Language -- Lecturer

[7,200,1.00 Strategic Management \(SIM\)](#) -- English -- [Montauti Martina](#)

#### 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 main purpose of this course is to equip students with analytical tools, rigorous conceptual frameworks, practical experience and insights into academic research to the effective formulation 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.

The specific objectives of the course are:

1. **Theory:** To deepen the understanding of relevant 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 apply participants' analytical strategy development skills to different contexts and situations.

##### 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 course is organized into two main blocks. The first block of the course includes five highly interactive lectures on general topic areas followed by hands-on applications. The second block of the course includes four sessions in which students deepen the understanding of the topic areas covered in the first block by applying their acquired skills to real business situations and by exchanging with distinguished corporate speakers.

The general topic areas include:



1. *Introduction to strategic management.* 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 some companies outperform others and of how strategic choices account for performance heterogeneity.
2. *Competitive strategy:* We develop an improved understanding of competitive strategy and its different determinants. We discuss different approaches to map a firm's competitive advantage.
3. *Resource-based View:* We investigate 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. *Corporate strategy:* We explore different means of corporate growth, including vertical integration, diversification, internationalization, and strategic alliances.
5. *Hot topics in strategic management:* We review the topics that are either gaining traction or renewed interest in strategy research. These include competitive dynamics, behavioral strategy, sustainability and stakeholder-based approaches to strategy, as well as the role of technology for strategy.

## Course structure and indications of the learning and teaching design

The course is organized into two main blocks. The first block of the course (sessions 1 to 5) includes interactive lectures on general topic areas followed by hands-on applications. The second block of the course (sessions 6 to 9) includes sessions in which students deepen the understanding of the topic areas covered in the first block by applying their acquired skills to real business situations and by exchanging with distinguished corporate speakers. The last session is dedicated to the written examination (see *examination parts*).

BLOCKS	SESSION	CONTENT	MODE
BLOCK 1	Session 1	Introduction to strategic management	Interactive lecture, case discussion
	Session 2	Competitive strategy	Interactive lecture, case discussion
	Session 3	Resource-based view	Interactive lecture, case discussion
	Session 4	Corporate strategy	Interactive lecture, case discussion
	Session 5	Hot topics in strategic management	Interactive lecture, case discussion
BLOCK 2	Sessions 6 to 9	Practical application	Presentations (oral examination, 50% of the final grade), guest speakers
	Session 10	Final exam	Written examination (50% of the final grade)

## Course literature

The reading list and course materials (e.g., case studies, research articles, book chapters, etc.) will be published on Canvas and made available to students before the start of the course. The slides of each individual session will be made available to students the day before the session.

## Additional course information

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## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/2)

##### Examination modalities

Examination type	Quiz
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	--

### Examination languages

Question language: English  
Answer language: English

### Remark

Duration: 90 minutes

### 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

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

### 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.



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## Examination content

The examination will include two parts: An oral group assignment (presentations; 50%) and a written, individual-based decentral examination (50%). Detailed instructions to prepare the two parts will be provided separately at the beginning of the course.

## Examination relevant literature

The two parts of the examination will rely on the course literature and on additional materials selected by the instructor. The literature will be made available on Canvas and provided to students before the start of the course. The additional materials will be provided to students in due time and in support of the examinations' preparation.

### 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, 22nd August 2024);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 18 March 2024);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 14 October 2024);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 45 (Monday, 04 November 2024).