



## Syllabus

Academic Year	2022/2023
Program	Strategic Management
course	Key Topics in Today's Strategic Management
Term	I semester
Year	1
SSD	SECS - P/08
Credits	6

INSTRUCTIONAL GOALS	<p>This course offers a comprehensive analysis of the most essential strategic management topics, covering empirical milestone works, major theoretical perspectives and concepts, and real-corporate life scenarios.</p> <p>Each week we will examine a sub-field of strategic management. Our approach will typically involve reading the seminal works on the topic and applying empirical findings in a real-life context. A specific focus of the course is the invitation of guest speakers as an integral part of each sub-topic. This will help us in deepening our practical understanding of the theoretical frameworks and models needed for strategy formulation and implementation.</p> <p>The course combines theoretical, empirical, and real-life knowledge in the field of strategic management to support participants make better strategic decisions in the context of dynamic business and management environment. Participants will develop competence to think critically, analyze and formulate strategic decisions.</p>
INTENDED LEARNING OUTCOMES	<p><b>Understanding and Application:</b> This course analyzes theories and frameworks of strategic management. Students are exposed to various research articles, case studies, real-world experiences, videos, podcasts, and project work.</p> <p>By the end of this course, students should be able to:</p> <ul style="list-style-type: none"><li>• Identify strategic management issues for a specific business situation</li><li>• Apply the appropriate theories and concepts to address business challenges</li></ul> <p><b>Decision Making:</b> This course encourages students to collect data and assess its impact on value creation. The students are asked to present, explain, and discuss their results.</p> <p>The students should be able to:</p> <ul style="list-style-type: none"><li>• Assess a company's internal and external environment to gain competitive advantage</li><li>• Critically analyze alternative strategies to achieve corporate goals</li><li>• Present ideas verbally</li></ul>
Pre-requisites	None



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Course content	<p>The course covers the following main topics:</p> <ul style="list-style-type: none"><li>• Introduction to the concept of strategy and what strategy is not</li><li>• Company's external environment, industry analysis and company's competitiveness</li><li>• Company's internal environment, resource exploitation and exploration strategies,</li><li>• Cultural differences and leadership</li><li>• Competitive strategies, cost leadership and differentiation advantage</li><li>• Strategic responses to the sustainability awareness of institutions and other critical stakeholders</li><li>• Strategic change and digital transformation in a dynamic environment</li><li>• Strategic decisions regarding the company's vertical, product, and geographic scope</li><li>• Ownership structure, strategic alliances, mode dynamics</li></ul>
Reference Books	<ul style="list-style-type: none"><li>• Grant, R. M. (2021). Contemporary strategy analysis. John Wiley &amp; Sons.</li><li>• Peng, M.W. (2014). Global Strategic Management. International Edition. Cengage Learning Inc.</li><li>• Supplementary material like slides, case studies and research papers as well as a collection of audio/video material (podcasts, videos) will be listed and made available on the e-learning platform.</li><li>• Data bases and open platforms for scientific material provided by Luiss (access remotely wit proxy configuration)</li></ul>
Teaching Methods	<p>The course is structured into three weekly modules:</p> <ul style="list-style-type: none"><li>• The 45-minute asynchronous class introduces the weekly major topic area, hosts the guest lecture with the industry practitioner, and encourages students to go through the curated digital material and complete written exercises.</li><li>• In the synchronous lecture of 1.5 hours, the weekly subject area is deepened through the analysis of classic works in book form as well as through student presentations and discussions of pioneering works and case studies and participation in interactive exercises.</li><li>• In the synchronous research class of 1.5 hours, students present and discuss their ongoing research progress.</li></ul>
Assesment	<p>The grade will be the result of:</p> <p>A) Oral class participation – Group presentations &amp; Discussions (20%)</p> <ul style="list-style-type: none"><li>• Present one (1) paper or case study in groups</li><li>• Minimum four (4) individual contributions to paper and/or case study discussions as well as class assignments.</li></ul> <p>You may earn additional individual contribution of up to two (2) points, which will be added to your final grade.</p> <p>B) Final group project (50%)</p> <ul style="list-style-type: none"><li>• Ten (10) weekly project tasks (10%)</li><li>• One (1) mid-term presentation (5%)</li><li>• One (1) end-term presentation (5%)</li><li>• Final project report (30%)</li></ul> <p>C) Written assessments (30%)</p> <ul style="list-style-type: none"><li>• Written assignments/curated exercises, e.g., essays, case study questions (5%)</li></ul>

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- Short online tests with true and false questions by the end of each week (5%)
  - Mid-term multiple choice test (10%)
  - End-term multiple choice test (10%)
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