



SAINT LOUIS UNIVERSITY, MADRID CAMPUS

Faculty of Business Administration & Economics

1 Course Information

Course Title:	Strategic Management and Policy
Course Number:	MGT4000
Prerequisite:	Senior standing, completion of Business (CBK), and co-requisite BIZ 4000
Semester:	Spring 2018
Meeting Time(s):	17:30-18:45
Meeting Day(s):	M-W
Room:	Padre Rubio Hall, PRH-8

2 Instructor Information

Name:	Gonzalo Moreno
E-mail:	gonzalo.moreno@slu.edu
Office Location:	Padre Arrupe Hall, attic
Office Hours:	M & W; 16:00 to 17:30, or on demand; <u>always by appointment.</u>

3 Textbook and Other Instructional Material

Required Reading: Johnson, Whittington, Scholes, Angwin & Regnér, *Exploring Strategy*, 10th Ed. (Prentice Hall, 2013)

Supplements: Cases, articles or relevant pieces will be made available during the course.

4 Course Description

Strategic Management & Business Policy (MGT 400) is the capstone, integrative course for graduating International Business students. This is an exciting, challenging course that focuses on how firms formulate, implement, and evaluate strategies.

Strategic management concepts and techniques are studied; and throughout this process, students will use all the knowledge acquired from prior business courses, coupled with new strategic management techniques learned, to chart the future direction of different organizations.

Part of MGT 4000 will consist of interactive lectures on strategic management techniques: We will examine the principles associated with the formulation and implementation of business strategy, as well as the latest research about business strategy, which challenges traditional ways of thinking. On the other hand, we will also rely heavily on case analysis in order for students to develop conceptual and analytical skills, the two key skills needed for developing effective competitive strategy.

The major outcome of this course will be students being able to make objective strategic decisions and to justify them through oral and written communication.

5 Learning Objectives

As previously stated, students will be able *to make objective strategic decisions and to justify them*. Good strategists develop over long periods of time and with many years of experience, so the goal is not to turn students into expert strategic decision makers over a 5-weeks course.

Students will be provided with multiple opportunities to learn and utilize the various tools and techniques of analysis in formulating and implementing a successful strategy for a firm. Throughout the course, students will:

1. Synthesize the many courses and experiences you have had as an IB major.
2. Learn new useful vocabulary, so as to be able to define and describe important concepts in the field of strategic management, as a basic of the course.
3. Understand the role of the executives, board of directors and organizational members in the strategy-making process.
4. Appreciate the complex set of factors that influence business and managers.
5. Sharpen their ability to “think strategically”: evaluate situations from a strategic perspective, and reach sound strategic decisions.
6. Think strategically about a firm, conduct a company situation analysis and determine a firm’s opportunities for gaining sustainable competitive advantage.
7. Understand the challenges of globalization and rapid technological change to strategic thinking.
8. Be more conscious about the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices.
9. Improve the clarity and effectiveness of their writing and become more confident and effective as public speakers.
10. Function effectively as part of a company’s strategy-implementing team.

6 Course Outline

Regularly, the MGT4000 course is divided into 3 parts, these being:

- I. **The Strategic Position**, where contents orbit around the idea of analyzing an organization’s position in the external environment.
- II. **Strategic Choices**, where contents will cover relevant topics as Competitive Analysis and Positioning, corporate portfolio design, internationalization, innovation and organizational development (organic, or through alliances, mergers and acquisitions).
- III. **Strategy in Action**, in which the Controlling function of management will be key (criteria and techniques to evaluate performance, Control systems...); as well as on-the-ground approach to Leadership and what Strategists do in practice.

We will emphasize on the first 2/3, due to the importance of analysis and planning, while we will discuss the importance of experience for strategy implementation (3/3).

7 Reading Schedule

W	DAY	Sess.	CONTENT	CHAPTER	
1	WED	10-ene	1	Introduction to the Course	--
2	MON	15-ene	2	Introduction to Strategy	1
	WED	17-ene	3	CASE 1.1 The Lego® The Case-Study Method	pg. 44
3	MON	22-ene	4	The Strategic Position: The Environment	2
	WED	24-ene	5		
4	MON	29-ene	6	CASE 1.2 Global Forces and the Advertising Industry	pg. 64
	WED	31-ene	7	Strategic Capability	3
5	MON	5-feb	8	CASE 2.1 H&M and Fast Fashion	pg. 75
	WED	7-feb	9	Strategic Purpose and Culture	4 & 5
6	MON	12-feb	10	CASE 3.1 Global Forces and the W.E. Brewing Industry	pg. 67
	WED	14-feb	11	CASE 4.1 Adnam's, Driving Company	pg. 60
7	MON	19-feb	Midterm Exam (Double Session, 17:30 to 20:30)		
	WED	21-feb	NO CLASS		
8	MON	26-feb	14	Business-Level vs. Corporate-Level Strategy	6 & 7
	WED	28-feb	15		
9	MON	5-mar	16	CASE 5.1 Ryanair: the low-fares airline	pg. 12
	WED	7-mar	17	CASE 6.1 Marks & Spencer: is this so good as it gets?	pg. 24
10	MON	12-mar	18	Internationalization	8
	WED	14-mar	19	CASE 7.1 The Internationalisation of Tesco	pg. 57
11	MON	19-mar	20	Innovation & Entrepreneurship	9
	WED	21-mar	21	CASE 8.1 Strategic Leadership and Innovation at Apple	pg. 80
12	MON	26-mar	EASTER HOLIDAYS		
	WED	28-mar			
13	MON	2-abr	22	Mergers, Acquisitions & Alliances	10
	WED	4-abr	23	CASE 9.1 The Acquisition of Cadbury PLC by Kraft Foods	pg. 86
14	MON	9-abr	24	Evaluating Strategies	11
	WED	11-abr	25	CASE 10.1 Article TBD / Contemporary business case	--
15	MON	16-abr	26	The Practice of Strategy: Strategy in Action	12 & 15
	WED	18-abr	27		
16	MON	23-abr	28	*** Industry Analysis presentations ***	
	WED	25-abr	29		
17	MON	30-abr	Final Exam (Double Session, 17:30 to 20:30)		
	WED	2-may	Día de la Comunidad de Madrid		
THU	10-may	FINAL EXAM OFFICIAL DAY			

8 Course Requirements

Grading: Class participation is strongly encouraged. Students that participate in class discussions gain a much clearer understanding of the key concepts and ideas. **Reading assignments therefore must be completed before class for successful class participation!!!**

Grading Scale:

	B+	87%-89%	C+	77%-79%			
A	94%-100%	B	84%-86%	C	74%-76%	D	60%-69%
A-	90%-93%	B-	80%-83%	C-	70%-73%	F	0% -59%

Grade Breakdown:	Midterm exam:	20%
	Final exam:	25%
	Individual Presentations	15%
	Group Presentation	25%
	<u>Attendance and participation:</u>	<u>15% (!)</u>
	Total:	100%

Midterm exam: This test will consist on a case study followed by a number specific questions the student will have to answer, based on concepts discussed during the first part of the course.

Final Exam: The final examination will be cumulative (i.e., cover all material covered during the semester). The format will be similar to the midterm.

Course Presentations: Prior to class discussion of each of the 9 cases composing the course, a student will be responsible for introducing the case. She will, then, be responsible for leading the debate around it.

It will be up to students to select which case to present and lead, while the first case (Lego) will be lead by the instructor, as a role model for the rest of cases. If suitable, **role-play** will be encouraged by having each student to select a functional role in “the Board” of the class (Finance, HR, Sales, Marketing, Operations, IT...).

Evaluation will NOT be based on the “correctness” of the presenter’s proposals, ideas and/or solutions; but rather on the thoroughness of the analysis, soundness and accurateness of the approach to the case, and right usage of course concepts.

Final Presentations: By the end of the semester, students must be able to prepare a sound professional Industry presentation, on the Industry of their choice. Professionalism and Realism will be the key evaluation criteria in this case.

Attendance: **Consistent attendance** is strongly encouraged for a thorough understanding of the concepts at hand. **Active participation** in classroom discussions is an instrumental component of this process. Concepts that are unclear to you

personally are likely concerns shared among your peers as well. Naturally, students will be responsible for all announcements, information, problems or course changes that are made during lecture times. Students who wish to refrain from classroom participation may see me, and alternatives may be arranged.

Warning:

If you want to receive a good grade it is vital that you attend class and stay current with the material. If you miss a class for any reason it is up to you to obtain notes through someone else. I am more than happy to discuss economics (topics discussed either in class or ones that have special interest to you). However, do not expect me to repeat or summarize any lectures that you have missed. Average midterm and final examination grades typically fall into the “D” range. To preemptively answer a question that you may have – *yes*, this class is extremely difficult. But hard continual work and dedication can ensure that you are well prepared for examinations when the time comes.

Important Dates:

- Jan. 21 - Last day to drop class without a grade of W and/or add a class
- Jan. 21 - Last day to choose audit (AU) or Pass/No Pass (P/NP) options
- Mar. 09 - Last day to drop class and receive a grade of W
- Apr. 04 - Registration for Fall 2018 semester opens.

9 Academic Accommodations and Learning Resources

In recognition that people learn in a variety of ways and that learning is influenced by multiple factors (e.g., prior experience, study skills, learning disability), resources to support student success are available on campus. Students who think they might benefit from these resources can find out more about:

1. Course-level support (e.g., faculty member, departmental resources, etc.) by asking your course instructor.
2. University-level support (e.g., tutoring/writing services, Disability Services) by visiting the Academic Dean's Office (San Ignacio Hall) or by going to <http://www.slu.edu/madrid/learning-resources>

Students with a documented disability who wish to request academic accommodations **must** contact Disability Services to discuss accommodation requests and eligibility requirements. Once successfully registered, the student also **must** notify the course instructor that they wish to access accommodations in the course. Please contact Disability Services at disabilityservices-madrid@slu.edu or +915 54 58 58, ext. 230 for an appointment. Confidentiality will be observed in all inquiries. Once approved, information about the student's eligibility for academic accommodations will be shared with course instructors via email from Disability Services. For more information about academic accommodations, see "Student Resources" on the SLU-Madrid webpage.

Note: Students who do not have a documented disability but who think they may have one are encouraged to contact Disability Services.

10 Academic Integrity Statement

Academic integrity is honest, truthful and responsible conduct in all academic endeavors. The mission of Saint Louis University is "the pursuit of truth for the greater glory of God and for the service of humanity." Accordingly, all acts of falsehood demean and compromise the corporate endeavors of teaching, research, health care and community service via which SLU embodies its mission. The University strives to prepare students for lives of personal and professional integrity, and therefore regards all breaches of academic integrity as matters of serious concern.

The governing University-level Academic Integrity Policy can be accessed on the Provost's Office website at: http://www.slu.edu/Documents/provost/academic_affairs/University-wide%20Academic%20Integrity%20Policy%20FINAL%20%206-26-15.pdf

Additionally, SLU-Madrid has posted its academic integrity policy online at <http://www.slu.edu/madrid/academics>. As a member of the University community, you are expected to know and abide by these policies, which detail definitions of violations, processes for reporting violations, sanctions and appeals.

The professor will review these matters during the first weeks of the term. Please direct questions about any facet of academic integrity to your faculty, the chair of the department of your academic program or the Academic Dean of the Madrid Campus.

11 Student Outcome Assessment

Saint Louis University-Madrid Campus is committed to excellent and innovative educational practices. In order to maintain quality academic offerings and to conform to relevant accreditation requirements, we regularly assess our teaching, services, and programs for evidence of student learning outcomes achievement. For this purpose we keep on file anonymized representative examples of student work from all courses and programs such as: assignments, papers, exams, portfolios, and results from student surveys, focus groups, and reflective exercises. *Thus, copies of your work for this course, including any exams, assignments and/ or submitted papers may be kept on file for institutional research, assessment and accreditation purposes.* If you prefer that Saint Louis University-Madrid Campus does not keep your work on file, you will need to communicate your decision in writing to your professor.

12 Title IX

Saint Louis University and its faculty are committed to supporting our students and seeking an environment that is free of bias, discrimination, and harassment. If you have encountered any form of sexual misconduct (e.g. sexual assault, sexual harassment, stalking, domestic or dating violence), we encourage you to report this to the University. If you speak with a faculty member about an incident of misconduct, that faculty member must notify SLU's Title IX deputy coordinator, Marta Maruri, whose office is located on the ground floor of Padre Rubio Hall, Avenida del Valle, 28 (mmaruri@slu.edu; 915-54-5858 ext. 213) and share the basic fact of your experience with her. The Title IX deputy coordinator will then be available to assist you in understanding all of your options and in connecting you with all possible resources on and off campus.

If you wish to speak with a confidential source, you may contact the counselors at the SLU-Madrid's Counseling Services on the third floor of San Ignacio Hall (counselingcenter-madrid@slu.edu; 915-54-5858 ext. 230) or Sinews Multipletherapy Institute, the off-campus provider of counseling services for SLU-Madrid (www.sinews.es; 91-700-1979) To view SLU-Madrid's sexual misconduct policy and for resources, please visit the following web address:
www.slu.edu/Documents/Madrid/campus-life/SLUMadridSexualMisconductPolicy.pdf