

SUM17	STRATEGIC MANAGEMENT
Course leader	Bjoern Schmeisser, Assistant Professor, Institute for International Business, Department of Global Business and Trade, WU Vienna <a href="https://www.wu.ac.at/iib/iib/team/faculty/schmeisser">https://www.wu.ac.at/iib/iib/team/faculty/schmeisser</a>
Course description	This course takes a deep-dive into Strategy and Strategic Management, which we understand the theory of how a firm competes successfully against (domestic and international) rivals. In close connection to the scholarly discipline of strategy, this course will focus on the strategic decisions managers take on the corporate and business-unit level directed at improving organizational-level outcomes, primarily performance. We will get familiar with the process of strategy formation; acknowledge the different strategic issues that arise at different levels inside multi-business firms; and learn to apply frameworks and theoretical perspective that allow collecting and synthesizing relevant information on the internal and external factors that shape firm strategy and performance.
Course objectives	By the end of the course, you will be able to: <ul style="list-style-type: none"> <li>• Recognize different conceptions of strategy;</li> <li>• Elaborate on the main theoretical perspectives that underpin strategy and strategic management</li> <li>• Explain the process of strategy formation</li> <li>• Apply adequate frameworks to identify and evaluate strategically relevant factors in the internal and external environment of the firm</li> <li>• Identify strategic issues on different levels of analysis and develop strategic arguments on how to solve them</li> <li>• Make informed strategic choices on the corporate- and business unit-level of strategy</li> <li>• Assess and critically reflect on the strategies implemented by real-life firms</li> </ul>
Course topics	Topics covered in the course include: <ul style="list-style-type: none"> <li>• Different views on the “strategy”-concept</li> <li>• Internal strategic analysis</li> <li>• External strategic analysis</li> <li>• SWOT and TOWS as tools to combine internal and external strategic analyses</li> <li>• Corporate-level strategy</li> <li>• Business-level / competitive strategy</li> </ul>
Learning methods	In-class group-breakouts and discussions Group work on a small course project
Assignments and Evaluation	<ul style="list-style-type: none"> <li>• Participation in in-class discussions and activities: 10%</li> <li>• Individual assignment (exam on day 5): 40%</li> <li>• Group work on course project: 40%</li> <li>• Peer evaluation (on group work): 10%</li> </ul>
Bibliography / Course material	Main resource: <ul style="list-style-type: none"> <li>• Johnson, G., Whittington, R., Scholes, K., Angwin, D., &amp; Regner, P. (2017). Exploring Strategy: Text and Cases. (or an earlier edition of this textbook)</li> </ul> Additional readings: <ul style="list-style-type: none"> <li>• Collis, D. J., &amp; Montgomery, C. A. (2008). Competing on resources. Harvard Business Review, 86(7/8), 140.</li> <li>• Mintzberg, H., &amp; Waters, J. A. (1985). Of strategies, deliberate and emergent. Strategic Management Journal, 6(3), 257-272.</li> <li>• Mintzberg, H. (1987). The strategy concept I: Five Ps for strategy. California Management Review, 30(1), 11-24.</li> <li>• Porter, M. E. (1996). What is strategy? Harvard Business Review, 74(6), 61-78.</li> <li>• Porter, M. E. (2008). The five competitive forces that shape strategy. Harvard Business Review, 86(1), 25-40.</li> </ul>
Number of credits	4 ECTS; 2 US
Schedule	<b>Wednesday off due to bank holiday</b>