

<b>Course Title</b>	<b>Strategic Management and Policy</b>			
<b>Course Code</b>	<b>MGT 480</b>			
<b>Course Type</b>	<b>Compulsory</b>			
<b>Level</b>	Undergraduate			
<b>Year / Semester</b>	Year 4 / Semester 8			
<b>Teacher's Name</b>	MARIOS KATSILOUDES			
<b>ECTS</b>	6	<b>Lectures / week</b>	3	<b>Laboratories / week</b>
<b>Course Purpose and Objectives</b>	<p>Strategic Management and Policy is the capstone course in the Business Management program. It integrates all the disciplines within the business curriculum, namely, accounting, economics, finance; management, marketing, etc. The key strategic business decisions of concern in this course involve selecting competitive strategies, creating and defending competitive advantages, defining firm boundaries and allocating critical resources over long periods.</p>			
<b>Learning Outcomes</b>	<p>The course will provide detailed knowledge in the following areas:</p> <ul style="list-style-type: none"> <li>• Basic knowledge of the field of strategic management and the main perspectives within this field.</li> <li>• Specific knowledge of perspectives, frameworks and concepts within strategic thinking as well as companies' mission, vision and corporate social responsibility.</li> <li>• Specific knowledge of perspectives, frameworks and concepts within business level strategy, corporate level strategy, and network level strategy.</li> <li>• Specific knowledge of perspectives, frameworks and concepts within strategy formation, strategic change, and strategic innovation.</li> <li>• Specific knowledge of perspectives on the industrial, organizational and international context in which strategic management is carried out.</li> <li>• Analyzing a company's strategic situation, with particular emphasis on strategic analyses on the business level, the corporate level, and the network level.</li> <li>• Developing suggestions for change and development of a company's strategy.</li> <li>• The students will, by means of a large project report written in groups, obtain training in analyzing the strategic situation of a real technology-based company, and in developing suggestions for change and development of the company's strategy. Thereby, the students will also acquire experience with</li> </ul>			

	working in groups as well as with writing reports for a company. This is a hands-on assignment.		
<b>Prerequisites</b>	NONE	<b>Required</b>	SENIOR STANDING
<b>Course Content</b>	<p><b>PART ONE: ANALYSIS</b></p> <ol style="list-style-type: none"> <li>1. What Is Strategy?</li> <li>2. Strategic Leadership: Managing the Strategy Process</li> <li>3. External Analysis: Industry Structure, Competitive Forces, and Strategic Groups</li> <li>4. Internal Analysis: Resources, Capabilities, and Core Competencies</li> <li>5. Competitive Advantage, Firm Performance, and Business Models</li> </ol> <p><b>PART TWO: FORMULATION</b></p> <ol style="list-style-type: none"> <li>6. Business Strategy: Differentiation, Cost Leadership, and Blue Oceans</li> <li>7. Business Strategy: Innovation, Entrepreneurship, and Platforms</li> <li>8. Corporate Strategy: Vertical Integration and Diversification</li> <li>9. Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions</li> <li>10. Global Strategy: Competing Around the World</li> </ol> <p><b>PART THREE: IMPLEMENTATION</b></p> <ol style="list-style-type: none"> <li>11. Organizational Design: Structure, Culture, and Control</li> <li>12. Corporate Governance and Business Ethics</li> </ol> <p><b>PART FOUR: MINICASES</b></p> <p>How to Conduct a Case Analysis</p> <p><b>MiniCases</b></p> <ol style="list-style-type: none"> <li>1. Apple: What's Next?</li> <li>2. Starbucks CEO Kevin Johnson: "I'm not Howard Schultz"</li> <li>3. BlackBerry's Rise and Fall</li> <li>4. Nike's Core Competency: The Risky Business of Creating Heroes</li> <li>5. Business Model Innovation: How Dollar Shave Club Disrupted Gillette</li> <li>6. How JCPenney Sailed into a Red Ocean</li> <li>7. Platform Strategy: How PayPal Solved the Chicken-or-Egg Problem</li> <li>8. GE: Corporate Strategy Gone Wrong</li> <li>9. Disney: Building Billion Dollar Franchises</li> <li>10. Hollywood Goes Global</li> <li>11. Yahoo: From Internet Darling to Fire Sale</li> <li>12. Uber: Ethically Most Challenges Tech Company?</li> </ol> <p>And cases from Cyprus and the region</p> <p><b>Full-Length Cases</b></p> <ol style="list-style-type: none"> <li>1. Airbnb Inc.*</li> <li>2. Kickstarter</li> </ol>		

	<ol style="list-style-type: none"> <li>3. Facebook, Inc.*</li> <li>4. Space X</li> <li>5. Delta Air Lines, Inc.</li> <li>6. The Movie Exhibition Industry</li> <li>7. Starbucks Corporation*</li> <li>8. The Vanguard Group*</li> <li>9. Better World Books and the Triple Bottom Line</li> <li>10. McDonald's Corporation*</li> <li>11. Best Buy Co., Inc.*</li> <li>12. Walmart, Inc.</li> <li>13. Tesla, Inc.*</li> <li>14. Netflix, Inc.*</li> <li>15. Amazon.com., Inc.*</li> <li>16. Apple, Inc.*</li> <li>17. The Walt Disney Company*</li> <li>18. UPS in India</li> <li>19. Alphabet's Google</li> <li>20. Merck &amp; Co., Inc.</li> <li>21. Nike, Inc.*</li> <li>22. Uber Technologies</li> </ol> <p>And case studies from Cyprus and the region.</p>
<p><b>Teaching Methodology</b></p>	<ul style="list-style-type: none"> <li>• Reading and resolving problems</li> <li>• Working on problem-solving</li> <li>• Attendance and participation in class</li> <li>• Monitor discussions</li> <li>• Writing and reply on objective type questions</li> <li>• Solving unstructured questions and case studies</li> <li>• Brief oral presentation before starting a new chapter and reply to queries from students</li> <li>• Homework for revision purposes</li> <li>• Interaction and collaborative learning</li> <li>• Guest speakers and video presentations</li> </ul>
<p><b>Bibliography</b></p>	<p><b>1- Essentials of Strategic Management: The Quest for Competitive Advantage</b>  7<sup>th</sup> Edition</p> <p>By John Gamble and Arthur Thompson and Margaret Peteraf  © 2021</p>

	<p>Published: February 10, 2020</p> <p><b>2- Strategic Management</b> 5<sup>th</sup> Edition</p> <p>By Frank Rothaermel © 2021 Published: January 28, 2020</p> <p><b>3- The Strategic Planning Process. Understanding Strategy in Global Markets.</b> 2<sup>nd</sup> Edition</p> <p>By Katsioloudes, Marios I., with Arpi K .Abouhanian Routledge © 2018 Published: December 2017.</p>
<b>Assessment</b>	<p>Participation      15%</p> <p>Midterm Exam    20%</p> <p>Quizzes            5%</p> <p>Final Project      30%</p> <p>Final Exam        30%</p>
<b>Language</b>	English