

Course Title	Strategic Management and Policy			
Course Code	MGT 480			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 4 / Semester 8			
Teacher's Name	MARIOS KATSILOUDES			
ECTS	6	Lectures / week	3	Laboratories / week
Course Purpose and Objectives	<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>			
Learning Outcomes	<p>The course will provide detailed knowledge in the following areas:</p> <ul style="list-style-type: none"> • Basic knowledge of the field of strategic management and the main perspectives within this field • Specific knowledge of perspectives, frameworks and concepts within strategic thinking as well as companies' mission, vision and corporate social responsibility. • Specific knowledge of perspectives, frameworks and concepts within business level strategy, corporate level strategy, and network level strategy. • Specific knowledge of perspectives, frameworks and concepts within strategy formation, strategic change, and strategic innovation. • Specific knowledge of perspectives on the industrial, organizational and international context in which strategic management is carried out. • Analyzing a company's strategic situation, with particular emphasis on strategic analyses on the business level, the corporate level, and the network level • Developing suggestions for change and development of a company's strategy. • 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 working in groups as well as with writing reports for a company. This is a hands-on assignment. 			

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

	<p>10. McDonald's Corporation*</p> <p>11. Best Buy Co., Inc.*</p> <p>12. Walmart, Inc.</p> <p>13. Tesla, Inc.*</p> <p>14. Netflix, Inc.*</p> <p>15. Amazon.com., Inc.*</p> <p>16. Apple, Inc.*</p> <p>17. The Walt Disney Company*</p> <p>18. UPS in India</p> <p>19. Alphabet's Google</p> <p>20. Merck & Co., Inc.</p> <p>21. Nike, Inc.*</p> <p>22. Uber Technologies</p> <p>And case studies from Cyprus and the region.</p>
<p>Teaching Methodology</p>	<p>•Reading and resolving problems •Working on problem-solving •Attendance and participation in class •Monitor discussions •Writing and reply on objective type questions •Solving unstructured questions and case studies •Brief oral presentation before starting a new chapter and reply to queries from students •Homework for revision purposes •Interaction and collaborative learning • Guest speakers and video presentations.</p>
<p>Bibliography</p>	<p>1- Essentials of Strategic Management: The Quest for Competitive Advantage 7th Edition By John Gamble and Arthur Thompson and Margaret Peteraf © 2021 Published: February 10, 2020</p> <p>2- Strategic Management 5th Edition By Frank Rothaermel © 2021 Published: January 28, 2020</p> <p>3- The Strategic Planning Process. Understanding Strategy in Global Markets 2nd Edition By Katsioloudes, Marios I., with Arpi K .Abouhanian Routledge © 2018</p>

	Published: December 2017.
Assessment	Participation 15% Midterm Exam 20% Quizzes 5% Final Project 30% Final Exam 30%
Language	English