



APPLIES TO ACADEMIC YEAR 2013/2014

MAN 1666/1667 Strategic Management

Programme

Responsible for the course

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Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

30

Language of instruction

English

Introduction

Learn about the strategic management concepts and process in order to apply this knowledge to practical situations. Understand organization as a system of interrelated activities where strategic decisions are taken and implemented building core organizational competencies and seeking for competitive advantage in the marketplace. The course is the blending of theory with practice that is at the heart of good strategic management. Studying strategic management based on experiential learning, for instant through case studies that allows participants both to apply concepts and theories, and to build their own

Learning outcome

Knowledge and understanding:

Knowledge of main strategic management theories, studies, and methods. Ability to apply knowledge to analyse, synthesise, and assess situations in the field of strategic management. Knowledge of strategic analysis, strategy formulation and strategy implementation tools.

Cognitive skills:

Ability to analyse the company's external and internal environments; ability to apply strategic evaluation tools in order to understand and evaluate the company's strategic position and to recognise the company's strengths, weaknesses, threats, and opportunities. Ability to think critically and creatively; ability to organise thought; ability to evaluate prerequisites and creatively generate alternatives by applying strategic management principles to real-life businesses. Ability to learn and critically evaluate theoretical and practical novelties in the field of strategic management. Ability to solve strategic management issues by setting criteria, formulating potential methods of actions, implementing and supervising decisions chosen, and evaluating results achieved.

Transferable skills, competence and attitudes:

Ability to act effectively in teams during discussion, evaluation, taking, presentation, and defending strategic decisions. Ability to conduct quantitative and qualitative organisational strategy management research; ability to evaluate research results and to prepare recommendations based on the results.

Prerequisites

Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution.

The applicant must be at least 25 years of age.

At least four years of managerial work experience.

Motivation evidence to accomplish study requirements.

At least upper intermediate level of English.

Compulsory reading

Recommended reading

Course outline

- Strategy process. Issues of strategic management: strategic thinking, creation of strategy, implementation of strategy
- Strategy content. Business unit level strategy. Corporate level strategy. Network level strategy.
- Strategic context. Industry context. Organizational context. International context. Organization's objectives and mission.
- Strategy formulation 1. Business ethics and corporate social responsibility in strategic management .

- Strategy formulation 2. Strategic goal setting. Strategic problem definition.
- Strategy formulation 3. Internal analysis. Value configurations.
- Strategy formulation 4. External analysis. Tools of strategic analysis.
- Strategy formulation 5. Formulation of innovative business strategies
- Strategy implementation 1. Managing strategic change.
- Strategy implementation 2. Operationalizing strategy.
- Strategy implementation 3. Tools of strategic implementation. Balanced scorecard.
- Strategy implementation 4. Practice of strategic implementation. International expansion.

Computer-based tools

None

Learning process and workload

The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to one hour pr. students following an ordinary Master of Management program.

Examination

The students are evaluated through a term paper, counting for 10 credit hours and an 4-hour individual written exam, counting for 20 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

Examination code(s)

MAN 16661 - term paper; accounts for 100 % to pass the program MAN 1666, 10 credits

MAN 16671 - 4-hour written exam; accounts for 100 % to pass the program MAN 1667, 20 credits

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

Portable PC's, English-Lithuanian/Lithuanian-English dictionaries and all reading materials specified in the syllabus or distributed during the course are allowed during the final examination.

Mobile phones, electronic media or other communication tools are not allowed. Candidates are not allowed to borrow examination support materials from each other.

Re-sit examination

At the next ordinary exam.

Additional information

Compulsory literature (total 1583 pages)

1. DeWit, Bob and Ron Meyer. (2010). *Strategy synthesis*, 4th Edition, South-Western Cengage Learning. (512 pages)
2. P. Ghemawat. (2002). Competition and business strategy in historical perspective. *Business History review*. Spring 2002. Vol. 76(1). P.p. 37-74. (38 pages)
3. Bonn, I. 2001. "Developing strategic thinking as a core competence", *Management decisions*. 39/1, pp.63-70. (8 pages)
4. Porter, M.E. 1988. "Clusters and the New Economics of Competition". *Harvard Business Review*. Vol. 76. Iss.6, pg.77 - 90. (24 pages)
5. Stabell, C & Fjeldstad, Ø. 1998. "Configuring value for competitive advantage: on chains, shops and networks", *Strategic Management Journal*. Vol. 19, Iss. 5. pg 413-437. (25 pages)
6. M.Treacy, F. Wiersema. 1993. Customer intimacy and other value disciplines. *Harvard business review*. January-February 1993. pp. 84-93 (10 pages)
7. A.C. Hax, D.L. Wilde II. 1999. The Delta model: adaptive management for a changing world. *Sloan management review*, 1999. Vol. 40. No. 2. Pg. 11-28. (18 pages)
8. Ferrell O.C., Fraedrich J., Ferrell L., 2002. *Business Ethics: Ethical Decision Making and cases*. 5th ed. Houghton Mifflin Company.
 - 1 chapter (An Overview of Business Ethics); p.p. 5-23. (19 pages)
 - 3 chapter (Applying Moral Philosophies to Business Ethics); p.p. 55-69. (15 pages)
 - 5 chapter (A framework for Understanding Ethical Decision Making in Business); p.p. 102-117. (16 pages)
9. Prahalad C.K., Hamel G. 1990. "The Core Competence of the Corporation", *Harvard Business Review*, May-June p.p. 79 - 91. (13 pages)
10. Sull Donald N. 1999. "Why Good Companies Go Bad". *Harvard Business Review*. July-August 1999, p.p. 42-52. (11 pages)
11. Grant, Robert M. 1998. *Contemporary Strategy Analysis; concepts, techniques, applications*. 3rd ed. Malden, Mass.: Blackwell. 5 chapter (Analyzing Resources and capabilities). (31 pages)
12. C.S. Feisher, B.E. Bensoussan. 2007. *Business and competitive analysis: effective application of new and classic methods*. Financial times press: New Jersey. 16,18,20 chapters. (50 pages)
13. Porter, M. E. 1998. *Competitive Strategy*. 2nd ed. New York: The Free Press. 1 chapter (The Structural Analysis of Industries). (29 pages)
14. M.W. Johnson, C.M.Christensen, H. Kagermann. 2008. Reinventing your business model. *Harvard business review*, December 2008. Pg. 50-59 (10 pages)
15. B.Iyer, T.H. Davenport. 2008. Reverse engineering Google's innovation machine. *Harvard business review*. April

2008. (13 pages)

16. W.C.Kim, R. Mauborgne. 1997. Value innovation: the strategic logic of high growth. Harvard business review. July-August 1997. Pg. 103-112.(10 pages)
17. Hiatt, J.M. (2006). ADKAR—A Model for Change in Business, Government and Our Community. Prosci, ISBN: 1930885504. (146 pages)
18. Kotter, J.P. (2008). A Sense of Urgency. Harvard Business Press. (128 pages)
19. Adizes, I.K. (2008). "Why Crisis is Good for Management". (3 pages)
20. Rigby D., Bilodeau B. 2007. "Selecting management tools wisely". Harvard Business Review. 2007 December. (2 pages)
21. Rigby D., Bilodeau B. 2007. "Management tools and trends 2007". Bain & Company review. (124 pages)
22. Thompson, Strickland. 2003. Strategic Management: concepts and cases. 13th ed. McGraw-Hill Higher Education. 12 chapter (Managing the Internal Organization to Promote Better Strategy Execution). (34 pages)
23. Kaplan, R. and Norton, D.P. 1996. "Using the Balanced Scorecard as a Strategic Management System". Harvard Business Review. Vol. 74. Iss. 1., September – October. pg. 75-85. (11 pages)
24. Kaplan, R. s. and Norton, D.P.: 1992. "The Balanced Scorecard – Measures that Drive Performance". Harvard Business Review. Vol. 70. Iss. 1. January – February. ps.71-79. (9 pages)
25. Nordström, Kjell A.; Ridderstråle, Jonas. 2000. *Funky Business*. Pearson Education. (232 pages) · R. Casadesus-Masanell, J. E. Ricart (2011). How to Design A Winning Business Model. Harvard business review. January, 2011. (6 pages)
26. M.W.Johnson. (2010). Seizing the white space. Harvard business press. Chapter 6. (12 pages)
27. A.Osterwalder, Y.Pigneur (2010). Business model generation. John Wiley & Sons: New Jersey. Chapter 1. (42 pages)

Recommended literature (total 4535 pages)

1. Fleisher C. S., Bensoussan B.E. (2007). Business and Competitive Analysis: Effective Application of New and Classic Methods. FT Press. (528 pages)
2. Johnson, G., Scholes, K. ir Whittington, R. (2008). Exploring Corporate Strategy. 8th ed. Harlow: Pearson Education Limited. (878 pages)
3. Grant, Robert M. (2009). Contemporary Strategy Analysis: Concepts, Techniques, Applications. 7th ed. Jogn Wiley and Sons (551 pages)
4. Kaplan, R.S., Norton, D.P. (2004). Strategy maps. Converting intangible assets into tangible outcomes. Harvard Business. (454 pages)
5. H. Mintzberg, B. Ahlstrand, J. Lampel. (1998). Strategy safari: a guided tour through the wilds of strategic management. New York: The free press. (464 pages)
6. Porter, Michael E. (1998). Competitive Strategy. New York: The Free Press. (592 pages)
7. Thompson, Arthur and Strickland A.J.. (2003). Strategic Management. McGraw-Hill Irwin. (492 pages)
8. Yukl G. (1998). Leadership in Organizations. 4th ed. New Jersey: Prentice Hall. (576 pages)