



Syllbus Introduction to Strategic Management (BOEC0352)

PRELIMINARY VERSION (20/02/2023)

Overview

The course introduces the concepts, tools, and principles of strategic management in today's global business context. The course is emphasizing the distinctive perspective of the general manager that has to be attuned to forces in the organization's environment and within the organization that shape firm performance. Topics discussed during the course include understanding the firm's internal and external environment, competitive positioning, creating and maintaining competitive advantage, strategy formulation, and strategy implementation. In addition to the lectures, students will be able to practically apply theoretical frameworks learned in a business strategy simulation.

Course Objectives

After the course, the participant should

- (1) know the main concepts of strategic management in multinational enterprises,
- (2) be able to apply the most common frameworks and tools of strategic management, and
- (3) have a basic understanding of how to think and act strategically.

Teaching Method and Materials

The course is taught by combining theory lectures, guest lectures by practitioners, mini case studies, a business strategy simulation, and independent study of a textbook.

The course combines a strong focus on concepts with an orientation towards application. By using mini cases and a business strategy simulation to situate concepts discussed, students can experience the application of the abstract concepts of strategy in concrete management situations.

The course will take place in-person at University of Zurich classrooms. Course materials (lecture slides) will be provided on OLAT. We will provide video recordings of the lectures on OLAT based on technical availability. Please note that we cannot guarantee that all lectures are available by podcast and students not visiting the sessions do so at their own risk.

The course draws upon material from the following textbook:

Johnson, Gerry, Richard Whittington, Kevan Scholes, Duncan Angwin, and Patrick Regnér. *Exploring Strategy: Text and Cases*. 12th edition. Harlow, United Kingdom: Pearson, 2019.

The 13th edition is supposed to be published March 2023 and is also accepted.



Passing the course

In order to pass the course, students need to pass the mandatory business simulation game and the final examination.

Guest lectures

Students attending all three of the guest speaker sessions will receive a bonus of 3 points in their final exam conditional that they pass the exam without bonus. We expect students to be prepared for these sessions and actively ask questions. There will be questions in the exam related to the guest lectures.

Simulation

The course includes a **mandatory** business strategy simulation. Failure to participate in the simulation leads to a fail grade in the overall course. In this simulation, students will be allocated into groups and compete in a simulated marketplace against each other, practicing the role of general managers making strategic decisions for a simulated firm. The teams receive bonus points in their final exam based on their competitive performance: Every member of the team in first place receives 7 points, second place 5 points, third place 3 points, whereas fourth and fifth place do not receive any bonus points. As for the guest lecture, this bonus only applies if a student passes the exam without it.

Exam

The final examination is scheduled on **14.06.2023, 14:00-16:00**. The exam will be held in-person at University of Zurich classrooms. The exam will be based upon the lectures, the guest lectures, the textbook and the strategy simulation. To pass the exam at least 50% of the total exam points are required. Bonus points are only added if a student passes the course without it. Please see the course catalogue for the room location.

Grades will be given as follows:

Less than 50% of points -> fail
Less than 56% of points -> 4,00
Less than 62% of points -> 4,25
Less than 68% of points -> 4,50
Less than 74% of points -> 4,75
Less than 80% of points -> 5,00
Less than 86% of points -> 5,25
Less than 92% of points -> 5,50
Less than 98% of points -> 5,75
98-100% of points -> 6,00



Tentative schedule of sessions

Note that guest speaker sessions might be switched with lecture sessions even during the semester. Dates for topics, guest lectures & presentations are preliminary and subject to change – topics/order of individual lectures and guest presenters may change.

Date	Time	Session
Wed, 22.02.2023	14:15 – 15:45	Simulation session 1: Introduction to the simulation game
Thu, 23.02.2023	10:15 – 11:45	What is strategy?
Wed, 01.03.2023	14:15 – 15:45	Strategic analysis I: Macro-environmental analysis
Thu, 02.03.2023	10:15 – 11:45	Strategic analysis II: Industry analysis
Wed, 08.03.2023	14:15 – 15:45	Strategic analysis III: Internal analysis
Thu, 09.03.2023	10:15 – 11:45	Creating competitive advantage
Wed, 15.03.2023	14:15 – 15:45	Competitive dynamics
Thu, 16.03.2023	10:15 – 11:45	Business strategy
Wed, 22.03.2023	14:15 – 15:45	Strategy in high-technology industries
Thu, 23.03.2023	10:15 – 11:45	Corporate and strategy
Wed, 29.03.2023	14:15 – 15:45	Simulation session 2: Set-up & trial rounds
Thu, 30.03.2023	10:15 – 11:45	Strategy implementation I: Designing organizational structures
Wed, 05.04.2023	14:15 – 15:45	Simulation session 3: Theory and the simulation Simulation round 1 start
Thu, 06.04.2023	10:15 – 11:45	Strategic choices: Organic development, M&A and Alliances
Wed, 19.04.2023	14:15 – 15:45	Strategy implementation II: Managing through systems, processes, and managing change
Thu, 20.04.2023	10:15 – 11:45	Simulation round 1 end (no in-class session)
Wed, 26.04.2023	14:15 – 15:45	Strategy evaluation and performance measurement
Thu, 27.04.2023	10:15 - 11:45	Guest Speaker: Hannes Braendli, Partner, Bain: Agility and Strategy Simulation round 2 end
Wed, 03.05.2023	14:15 – 15:45	Strategy process
Thu, 04.05.2023	10:15 – 11:45	Guest Speaker: Ailke Heidemann, VP Corporate Strategy and Portfolio, ABB Simulation round 3 end (no in-class session)
Wed, 10.05.2023	14:15 – 15:45	
Thu, 11.05.2023	10:15 – 11:45	Simulation round 4 end (no in-class session)
Wed, 17.05.2023	14:15 – 15:45	Guest Lecture: Patrick Spiller, Partner, Deloitte Consulting AG
Thu, 18.05.2023	10:15 – 11:45	Simulation round 5 end (no in class session)
Wed, 24.05.2023	14:15 – 15:45	
Thu, 25.05.2023	12.00	Simulation round 6 end (no in class session)
Wed, 31.05.2023	14:15 – 15:45	Simulation session 4: Results & presentations
Thu, 01.06.2023	10:15 – 11:45	Course review, exam preview
Wed, 14.06.2023	14:00 – 16:00	Exam



Housekeeping rules

Some basic housekeeping rules for the course. Please familiarize yourself with these rules to avoid misunderstandings:

- Attendance in lectures is not mandatory except for the simulation lectures; however, the exam will be at least partly based on material only discussed in class.
- All questions are welcome, however, to maximize everybody's learning and minimize misunderstandings, we expect you to ask questions (both on the content and on possible administrative issues such as process/grading and else) during the class (when everybody is still in the classroom) or submit these via email.
- Our assessment style is fact-based and is not based on personal networking/interaction capabilities. As such, we only use the student ID while evaluating final examinations responses.
- All communication at the Chair in International Management is expected to be in English.

Instructors and Contact Information

The lecturer of this course is Prof. Thomas Keil, the teaching assistants are Mr. Gian-Luca Asquini and Dr. Sangyun Kim. For all enquiries, please contact Mr. Asquini at gian-luca.asquini@business.uzh.ch and Dr. Sangyun Kim sangyun.kim@business.uzh.ch.