



PROGRAMME: Interdepartmental Programme of Postgraduate Studies in Business Administration (M.B.A.)

Compulsory Course: Strategic Management
Semester: 3rd

Instructors:

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Professor

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Course Description

The course is concerned with the management of the total organization – the formulation and the implementation of corporate, business and functional strategies through the organization's structure and processes. The course will consist of the following parts:

- Strategic Analysis of the environment, industry, competition, stakeholder and pressure groups, and of the corporate capability. This analysis will be developed within the context of the increased complexity of change by organizations and the growing globalization of business.
- Strategic Decisions focuses upon the company's ability to identify the opportunities and threats in environmental changes and to develop strategies to deal with these changes. An important consideration will be the benefits and implications of current methods used in developing strategies.
- Strategic Action – the implementation of a strategy within the organization's capabilities and its values – the concern here is with the creation of appropriate organizational structures, systems and cultures, and the role of the executive leadership in this process.
- Selected Issues will include strategic alternatives open to Greek firms.

Course Objectives

- To develop the ability to analyze complex multi-functional problems
- To understand the strategic management process
- To understand the strategic decision making process
- To practice skills relevant to the job of managing within organizations.

Student Evaluation

- One three-hour examination
- Group analysis of company's strategy.
- Class participation.

Recommended Textbook

J. David Hunger and Thomas L. Wheelen, "Strategic Management", Addison-Wesley, Έκδοση 12η, 2012

Additional Bibliography

- G. Johnson, K. Scholes and R. Whittington "Exploring Corporate Strategy", Prentice Hall, Έκδοση 11η, 2011.
- Dess/Lumpkin/Eisner, "Strategic Management", Mc Graw Hill, Second Edition 2006
- C. Hill and G. Jones, "Strategic Management, An integrated Approach", Houghton Mifflin, 2009.

Compus

<http://compus.uom.gr/MBA155/index.php>

Lecture Outline

Lecture 1

Introduction - Introductory Concepts

Lecture 2

Basic Concepts of Strategic Management 2

1.1 The Study of Strategic Management

Phases of Strategic Management

Benefits of Strategic Management

1.2 Globalization and Environmental Sustainability: Challenges to Strategic Management 7

Impact of Globalization 8, Impact of Environmental Sustainability

1.5 Basic Model of Strategic Management

Environmental Scanning

Strategy Formulation

Strategy Highlight 1.1: DO YOU HAVE A GOOD MISSION STATEMENT?

Strategy Implementation

Evaluation and Control

Feedback/Learning Process

1.6 Initiation of Strategy: Triggering Events

BIBLIOGRAPHY

Thomas Wheelen and David Hunger, Strategic management and business policy: toward global sustainability / — 13th ed. 2012 by Pearson Education, Inc., publishing as Prentice Hall., chapter 1, pp 1-9, pp 14-24,

Alternative Strategies

Business Strategies, Corporate Strategies and Functional Strategies.

BIBLIOGRAPHY

Thomas Wheelen and David Hunger, Strategic management and business policy: toward global sustainability / — 13th ed. 2012 by Pearson Education, Inc., publishing as Prentice Hall., chapter 6 (pp 183- 195), chapter 7 (pp 204- 218), chapter 8 (pp 236- 242).

Corporate Strategies:

Growth strategies, stability strategies, retrenchment strategies, Evaluation of Corporate strategies

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 7, pp 163-185)

Lecture 3

Environmental Scanning and Industry Analysis:

Identifying external environmental variables. Identifying external environmental factors.

Industry Analysis, Analysing the task environment (part a):

Two Dimension Matrix, Horizontal Reports, Porter's Approach to Industry Analysis, Industry Evolution, Categorizing International Industries.
Case Studies.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 4, pp 71-87)

Lecture 4

Industry Analysis, Analysing the task environment (part b):

International Risk Assessment, Strategic Groups, Strategic types, Hyper Competition, Competitive Intelligence, Forecasting, The strategic Audit, Synthesis of External Factors EFAS, Competitive Analysis Techniques.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 4, pp 87-101)

Lecture 5

Internal Scanning: Organizational Analysis:

A resource-Based Approach to Organizational Analysis, Business Models, Value Chain Analysis, Scanning functional Resources and Capabilities, Strategic Marketing Issues, Strategic Financial Issues, Strategic Research and Development Issues, Strategic Human Resource Management, Strategic Information Systems/technology Issues.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 4, pp 104-129)

Lecture 6

Strategy Formulation:

SWOT Analysis, Generating Alternative Strategies by using the TOWS Matrix.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 6, pp 137-161)

Portfolio Analysis:

BCG Growth share matrix, GE Business Screen, Other Portfolio Analysis models
Parenting Strategy.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 7, pp 179-185)

Lecture 7

Competitive Strategies:

Porters 5 forces of competitive strategies, Porters Generic Strategies, Three Value Disciplines (Operational Excellence, Product Leadership, Customer Intimacy), The Death of Competition, Ecosystems, Co-opetition, Judo-Strategy, Blue Ocean Strategy, The Economic Model Strategy.

BIBLIOGRAPHY

(Papadakis B. Contemporary Issues in Business Strategy –in Greek- Ed. Μπένοϋ 2009)

Lecture 8

Corporate Governance:

Role of the Board of Directors, Responsibilities of the Board, Members of the board of Directors, Nomination-Election and Organization of the Board of Directors, Trends in Corporate Governance. The Role of Top management, Responsibilities of the Top management.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 2, pp 34-52)

Strategic Position Stake holders expectations:

Corporate governance, conflicts of expectations, Stake holders expectations, Business Ethics, The cultural context, Communicating Organizational Purposes.

BIBLIOGRAPHY

(Johnson & Scholes 6th edition, chapter 5, pp 193-241)

Responsibility for Strategic Management:

The Role of the Chief Executive Officer (CEO), The Role of Corporate Planner, The Role of the Line Managers, The Role of The Board Of Directors.

BIBLIOGRAPHY

(Rue and Holland, Mc Graw-Hill, chapter 2 , pp 20-26)

Ethics and Social Responsibility in Strategic Management:

Social Responsibility and Strategic Decision Makers, Ethical Decision Making.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 3, pp 55-66)

Lecture 9

Internal Scanning, Organizational Analysis:

Strategic Human Resource Management (HRM) issues.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 5, pp 125-127)

Strategy Implementation, Organizing in Action:

Who Implements Strategy, What must be done, How is Strategy to be Implemented (Organizational Life Cycle, Advanced Topics in Organizational Structures), Six Sigma, Designing jobs to Implement Strategy.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 9, pp 213-127)

Strategy in Action, Organizing for Success:

Structural types: The simple structure, the functional structure, the holding company structure, the matrix structure, team-based structures, project based structures, intermediate structures. Processes: Direct supervision, Planning Control Systems, Performance Targets, Market Mechanisms, Social/cultural processes, Self-control and personal motivation.

BIBLIOGRAPHY

(Johnson & Schole, 6th edition, chapter 9, pp 419-455.)

Lecture 1 "

Strategy Implementation: Staffing and Directing:

Staffing: Staffing Follows strategy, Selection and Management Development, Problems in Retrenchment, International Issues in Staffing.

Leading: Managing Corporate Culture, Management by Objectives, TQM, and International Considerations in Leading.

BIBLIOGRAPHY

(Thomas Wheelen and David Hunger, 10th edition, chapter 10, pp 238-258)

Strategy in Action, Managing People:

Managing People, People as a resource, People as the cultural and political context, Organising People, Competitive Advantage though people.

BIBLIOGRAPHY

(Johnson & Scholes, 6th edition, chapter 10, pp 475-490.)

Strategy in Action, Managing Strategic Change:

Change management, Styles of managing change, Roles in managing change.

BIBLIOGRAPHY

(Johnson & Scholes 6th edition, chapter 11, pp 533-562)

Lecture 11

Strategy Implementation: Negotiations

Introducing the process of Negotiation, The 5 key approaches to negotiation (compromise, Bargaining, Coercion, Emotion, Logical reasoning). The phases of negotiation. Preparation and Planning. Eyeball to eyeball. Non verbal communication.

Tactics and Ploys in Negotiation

Telephone Negotiation

Negotiation Overseas.

BIBLIOGRAPHY

(Steele p., Murphy J., Russill R., *It's a Deal*, Mc Graw-Hill, pp1-132)

Lecture 12

Evaluation and Control:

Measuring Performance, Appropriate measures, Types of Controls, Activity Based Costing, Problems in Measuring Performance, Guidelines for Proper Control.

Strategic Incentive Management

BIBLIOGRAPHY

(*Thomas Wheelen and David Hunger, 10th edition, chapter 11, pp 261-288*)