University of St.Gallen

Course and Examination Fact Sheet: Spring Semester 2020

4,110: Strategic Management

ECTS credits: 4

Overview examination/s

(binding regulations see below)
Central - Written examination (100%, 90 mins.)

Attached courses

Timetable -- Language -- Lecturer
4,110,1.00 Strategic Management -- Englisch -- Zobel Ann-Kristin
4,110,2.01 Strategic Management: Exercises, Group 1 -- Englisch -- Kular Natalia
4,110,2.02 Strategic Management: Exercises, Group 2 -- Englisch -- Kular Natalia

Course information

Course prerequisites

There are no formal prerequisites for this course. However, this course will be particularly useful for students who consider careers in general management and management consulting in which knowledge about strategic analysis is particularly essential.

Learning objectives

- To gain an overview of what strategic management is about.
- To develop the ability to think strategically about a business organization, its strategic position, and how it can gain sustainable competitive advantage.
- To build skills in conducting strategic analysis in a variety of competitive situations and provide an understanding of the competitive challenges of firms.
- To give insights into the organizational processes by which strategies are formulated and executed.
- To be able to understand and apply important strategic management frameworks

Course content

The question of how a firm gains a sustainable competitive advantage over its industry peers while another firm fails to do so, is at the heart of strategic management. The course discusses the different building blocks (e.g., mission, structure, positioning, etc.) which may help a firm to generate a competitive advantage. The course also familiarizes you with various tools, concepts, and analytical frameworks that enhance your ability to define and analyze strategic problems, and to identify sources of competitive advantages from both an industry and firm-level perspective.

Course structure

The course consists of lectures and independent studies which is comprised of two parts (case studies and theory readings), plus the exam.

Lectures:

The lectures will cover topics such as:

- *Principles of Strategic Management*
- *External, internal and competitor analyses*

- *Value creation*
- *Positioning in the market place and against competitors*
- *Business Innovation*

Amongst others

Independent studies

The course's independent studies part is comprised of two parts:

Part 1: Supplementary sessions (two groups are offered):

The lectures are focused on covering the basic knowledge of Strategic Management. Within the six supplementary sessions, which are part of the independent studies, students will apply their knowledge and particular strategic management tools to a real-life business context in order to deepen their knowledge and foster critical thinking.

Part 2: Independent readings

Moreover, students should familiarize themselves with specific theories in the strategic management field (theoretical foundations). Mandatory readings will be announced during class and made available on StudyNet.

Course literature

Required and relevant readings will be made available on StudyNet.

A useful book which complements the course material is: Exploring Strategy: Text and Cases (11th Edition) by Gerry Johnson,Richard Whittington, Kevan Scholes, Duncan Angwin and Patrick Regnér (published by Pearson).

Additional course information

I expect this to be an interactive, demanding class that is nevertheless also fun. I expect students to be prepared for the discussions (have read the assigned cases/literature, have reflected on questions), and to participate actively in the discussions.

Examination information

Examination sub part/s

1. Examination sub part (1/1)

Examination time and form
Central - Written examination (100%, 90 mins.)

Remark
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Examination-aid rule
Extended Closed Book
The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids
None.

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Examination languages
Question language: English
Answer language: English

Examination content

The contents of the main lectures, guest lectures and the independent studies as well as all compulsory readings on StudyNet uploaded until the end of the course.

Examination relevant literature

The contents of the lectures, guest lectures and the independent studies as well as all compulsory readings on StudyNet uploaded until the end of the course.

Please note

Please note that this fact sheet alone is binding and has priority over any other information such as StudyNet (Canvas), personal databases or faculty members' websites and information provided in their lectures, etc.

Any possible references and links within the fact sheet to information provided by third parties are merely supplementary and informative in nature and are outside the University of St.Gallen's scope of responsibility and guarantee.

Documents and materials that have been submitted no later than the end of term time (CW21) are relevant to central examinations.

Binding nature of the fact sheet:

- Information about courses and examination time (central/decentral) and examination typestarting from the beginning of the bidding on 23 January 2020
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for decentral examinations after the 4th semester week on 16 March 2020
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for central examinations as from the starting date for examination registration on 6 April 2020

Please consult the fact sheet again after these deadlines have expired.