



Course Syllabus

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| Course Code | Course Title | ECTS Credits |
| MBAN-685DE | Corporate Strategy | 7.5 |
| Prerequisites | Department | Semester |
| None | School of Business | Fall, Spring |
| Type of Course | Field | Language of Instruction |
| Required | Management | English |
| Level of Course | Lecturer(s) | Year of Study |
| 2 nd Cycle | Dr. Neophytos Karamanos | 1 st or 2 nd |
| Mode of Delivery | Work Placement | Corequisites |
| Distance Learning | N/A | None |

Course Objectives:

The main objectives of the course are to:

- Discuss the interconnected nature of strategic issues and how strategic decisions set the overall direction of an organisation and determine its ultimate viability in the face of an increasingly complex and dynamic set of environmental pressures
- Examine the strategic position of an organization by assessing the external environment, the internal strategic capabilities, the purpose and culture of the organization
- Analyse an organization's strategic choices for the future in terms of both the directions in which strategy might move and the methods by which strategy might be pursued
- Discuss the multitude of issues involved in the formation and implementation of strategy (e.g. strategy performance and evaluation, strategy development process, leadership and strategic change)

Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Analyse the strategic position of an organization** (e.g. environmental opportunities and threats, internal strengths and weaknesses, basic purpose of the organization etc.)
2. **Assess and formulate the strategic choices available for an organization** (e.g. diversify into new products, enter international markets, radically transform existing products and markets through radical innovation, form alliances, make acquisitions etc.)

- and make relevant recommendations
3. **Assess an organization's performance and evaluate the developed strategic choices** (e.g. analyse the performance of the organization using multiple perspectives and evaluate the available choices forward using the criteria of suitability, acceptability and feasibility)
 4. **Design a suitable strategy development process** (e.g. analyse the organization context, assess alternatives for strategy development considering both deliberate and emerging options)

Course Content:

1. **Introduction to strategy:** The Exploring Strategy Model, working with strategy, studying strategy, doing strategy differently
2. **The environment:** The macro environment, industries and sectors, competitors and markets, opportunities and threats
3. **Strategic capabilities:** Foundations of strategic capability, 'VRIO' capabilities as a basis of competitive advantage, diagnosing strategic capabilities, managing strategic capability
4. **Strategic Purpose:** Mission, vision, values and objectives, owners and managers, stakeholder expectations, social responsibility and ethics
5. **Culture and Strategy:** Why is history important, what is culture and why is it important, strategic drift
6. **Business Strategy:** Identify strategic business units, generic competitive strategies, interactive strategies
7. **Corporate Strategy and Diversification:** Strategy directions, diversification drivers, vertical Integration, value creation and the corporate parent, portfolio matrices
8. **International Strategy:** Internationalization Drivers, geographic sources of advantage, international strategies, market selection and entry, internationalization and performance, roles in an International Portfolio
9. **Innovation and Entrepreneurship:** Innovation dilemmas, innovation diffusion, innovators and followers, entrepreneurship and relationships
10. **Mergers, Acquisitions and Alliances:** Organic development, mergers and acquisitions, strategic alliances, comparing acquisitions vs. alliances vs. organic development
11. **Evaluating Strategies:** Organizational performance, suitability, acceptability, feasibility, evaluation criteria
12. **Strategic Development Process:** Deliberate strategy development, emergent strategy development, implications for managing strategy development

Learning Activities and Teaching Methods:

1. Faculty lectures and videos
2. Real-time online meetings and discussions (involving the lecturer and the students) through Webex
3. Directed and background reading
4. Case study analysis

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| 5. Student-led online discussions (forums) 6. Field project |
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Assessment Methods:

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| Field project, Final exam |
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Required Textbooks / Readings:

| Title | Author(s) | Publisher | Year | ISBN |
|------------------------------------|--|-----------|----------------------------------|-----------------|
| Exploring Strategy: text and cases | Johnson, G, & Scholes, K. & Whittington R & Angwin, D. & Regner, P | Pearson | 2017 11 th Edition | 978-1-292-14517 |

Recommended Textbooks / Readings:

| Title | Author(s) | Publisher | Year | ISBN |
|--|-----------------|-----------------------|------|-----------------|
| Strategic Management: Global Cultural Perspectives for Profit and Non-profit Organisations | Katsioloudes, M | Butterworth-Heinemann | 2006 | 97807506 7966 4 |