



Undergraduate (BACHELOR) Program Sep. 2016 – Feb. 2017

1.) Module 1617-B5 Seminar: International Strategic Management

Lecturer: Dr. Mark Wickham, School of Management - University of Tasmania
(Australia)

Date: see semester calendar

ECTS: 5 Credits **Total time load:** 125 hours

2.) General Description of Seminar

Strategic management is an intellectually stimulating and highly useful subject. In fact, without a good understanding of the area it is impossible to think with any precision about the activities of organisations. It involves analysis of the factors which affect the success or otherwise of all organisations. This includes examination of factors external to the organisation such as the shape of the global economy, demographics and economic activity, and internal factors such as stocks of resources and capabilities. The external analysis tells you what you 'should do' and the internal what you 'can do'. Drawing conclusions from complex data about these factors is one of the things that the course will teach you to do. The course also teaches a specialised vocabulary that enables you to see the world of commerce more clearly.

This study of strategy is best approached with an open and enquiring mind, a willingness to work hard and consistently and a willingness to listen to advice and learn from it. If you are not business oriented, don't be put off by the fact that it sounds business focussed; the concepts are generic and the principles underlying strategic management are applicable to both profit-oriented and non-profit organisations.

3.) Compulsory literature (including texts or scripts provided by the lecturer):

Hanson, D., Hitt, M., Ireland, D. & Hoskisson, R 2011. *Strategic Management: Competitiveness and Globalisation* (4th Ed.), Sydney, Cengage Learning.

Critical Thinking Skills (To be emailed to students in advance of the classes)

Strategic Management Cases (provided in advance of the classes)

Assessment Items:

Test #1:	10% (Tuesday Morning)
Test #2:	20% (Thursday Morning)
Test #3:	20% (Friday Morning)
Case Analysis Presentation:	20% (Group Presentation)
Strategy Paper:	30% (Individual Paper)

Assessment Details:

Test #1: 20 multiple-choice questions relating to Chapters 1 and 2 of the text. The test will be of 30 minutes duration, and each question is worth 0.5 marks.

Test #2: 1 short essay from a choice of 2 questions and 30 multiple-choice questions relating to Chapters 3, 4, 5 & 6 of the text. The test will be of 60 minutes duration. Each multiple-choice question is worth 0.5 marks, and the short essay answer is worth 5 marks. Students will be provided with 5 short essay questions **in advance**, of which 2 will be selected for the test. (NB: students should aim to write for approximately 20 minutes on their short essay answer).

Test #2: 1 short essay from a choice of 2 questions and 30 multiple-choice questions relating to Chapters 7, 8 & 9 of the text. The test will be of 60 minutes duration. Each multiple-choice question is worth 0.5 marks, and the short essay answer is worth 5 marks. Students will be provided with 5 short essay questions **in advance**, of which 2 will be selected for the test. (NB: students should aim to write for approximately 20 minutes on their short essay answer).

Case Analysis Presentation: Students will be required to form into groups of 3 or 4 for the presentation task. The groups will be required to present a 30 minute critical analysis of a case of their choice (NB: groups will be able to select from a choice of cases emailed to them in advance). Specifically, the groups must present a logical analysis of the case firm's (a) external environment; (b) industry environment; (c) customer environment; and (d) internal environment. The groups are also required to answer any questions from the audience regarding their presentation (NB: questions will be allowed for 5-15 minutes after the presentation ends).

Strategy Paper: Students will be required to **individually** submit a 1500 word paper detailing the *viable* strategies that their case firm could implement as a result of their presentation analysis. Students can base their answers on business-level strategies, or corporate-level strategies, or both if required. Students must email their work directly to the lecturer (Mark.Wickham@utas.edu.au).

Schedule of seminar week, remarks:

- **Lecture (L)** is given by the lecturer, **Presentation (P)** is given by the students and **Group Work (GW)** or individual **Home Work (HW)** is a task for the students to be prepared within a certain time frame and results prepared in a presentation and/or as printed report / documentation / assignment.

Day	Session I 8:30 – 10.00	Session II 10:15 -11:45	Session III 12:00 – 13:30	Session IV or Homework 14:30 – open end
	Preparation phase: Before the classes commence, students must have (a) read and made notes on Chapters 1 through 9 of the prescribed text, and (b) read the materials concerning “Critical Thinking Skills” (to be sent via email).			
Day 1	What is Strategy? (Chapter 1)	Analysing the External Environment (Chapter 2)	Exercise: Analysing Industries & Competitors	Skill Building: Researching Cases “Intelligently”
Day 2	Test #1 (Chapters 1 & 2)	Analysing the Internal Environment (Chapter 3)	Exercise: Analysing and Inferring Resources & Capabilities	Skill Building: Critical Case Analysis
Day 3	Business/Corporate Strategies (Chapters 4 & 6)	Competitive Rivalry (Chapter 5)	Acquisition Strategy (Chapter 7)	Skill Building: Presenting a Strategic Case Analysis
Day 4	Test # 2 (Chapters 3, 4, 5 & 6)	International Strategy (Chapter 8)	Cooperative Strategy (Chapter 9)	Test 3 Preparation
Day 5	Test # 3 (Chapters 7, 8 & 9)	Presentation Preparation	Groups 1 and 2: Case Analysis Presentations	Groups 3 and 4: Case Analysis Presentations