Engineering Tripos Part IIB, 4E11: Strategic Management, 2017-18

Module Leader

Prof Shahzad Ansari [1]

Timing and Structure

Lent term. 8 sessions + coursework.

Aims

The aims of the course are to:

- provide participants with an opportunity to discuss the strategic challenges facing managers in today's business environment and to develop a facility for critical strategic thinking.

Objectives

As specific objectives, by the end of the course students should be able to:

- show a critical, reflective approach to managerial concepts.
- show familiarity with some of the key models used in strategic analysis and have some understanding of their application and limitations.
- show a broad overview of managerial disciplines and their interdependency.
- understand some of the current "hot" topics in strategic management.

Content

Strategic management involves the comprehensive analysis of a firm and its environment and the development of a course of action for the firm. It is therefore a comprehensive topic drawing together themes from marketing, organisation design, economics, and other business disciplines. The primary aim of this module is to provide participants with an opportunity to discuss the strategic challenges facing managers in today's business environment and to develop a facility for critical strategic thinking. This will require participants not only to understand the course material, but also to apply it to business situations through the analysis of businesses cases in class. This overview of strategy will provide a broad framework for future management study, and a context for engineering practice.

Strategic Management

The lectures will cover a range of topics that provide a basic introduction to strategic management. In each session, the lecturer will introduce a basic concept and explain its role in the strategic management process. The class will then analyse a case or discuss the situation facing some well-known firm in order to explore the application of the concept. The module will cover eight topics.

1. Course Introduction and Industry Analysis
2. Generic Strategies and Competitive Advantage
3. Expansion Strategies and the Resource-based View
4. Build, Borrow, or Buy? Acquiring of New resources
5. Corporate Strategy

6. Strategic Innovation
7. Platform Businesses and Non-market strategy
8. Organization, Strategy, and Society

Coursework

Coursework Table	Format	Due date
		]

[Coursework activity #1 {Final}

Coursework brief description

It will be 100% coursework (essay of 2,500 words)- Due Date: March 22, 2018

You will prepare a complete strategic analysis of the current and future prospects for a company of you
The paper should contain a comprehensive industry and market analysis, including a detailed analysis
competitors, and conclude with strategic recommendations (including corporate and business strategie
management. The selection of companies for strategic analysis is entirely up to each student; however,
industries that are in transition or firms that are undergoing major strategic changes are potentially more
for analysis

Learning objective:

1. To get a real life sense of strategy making and implementation by conducting a strategic analysis of an actual firm undergoing strategic challenges.

2. The aim is to apply the concepts of strategic management discussed in class (both external and internal analyses) to a real life situation and achieve a better understanding of the literature through application and learning by doing.

Grading criteria:

1. How insightful is your diagnosis and solution?
2. How clearly have you articulated the key issue at hand. For instance, if you pick Vodafo articulate why it faces the challenge you have identified, and what its implications are for its futu
3. The originality and quality of your analysis. The point of the exercise is not to just cut and p existing articles that discuss your case. Can you bring better analytical skills to the case at h you make an original point about the nature of the challenge? Most analysis in the business pr to be somewhat shallow. Try to rise above it using better analytical skills.
4. How well substantiated are your claims? Are your claims supported by evidence?
5. Finally, is it coherent and logical? We do not want analysis that is fragmented and contradicts its make your essay coherent so it flows logically.

Coursework Table	Format	Due date
		]
	Individual Report anonymously marked	Wed week [xx/60]

Booklists

Please see the Booklist for Group E Courses [2] for references for this module.

Examination Guidelines

Please refer to Form & conduct of the examinations [3].

UK-SPEC

This syllabus contributes to the following areas of the UK-SPEC [4] standard:

Toggle display of UK-SPEC areas.

GT1

Develop transferable skills that will be of value in a wide range of situations. These are exemplified by the Qualifications and Curriculum Authority Higher Level Key Skills and include problem solving, communication, and working with others, as well as the effective use of general IT facilities and information retrieval skills. They also include planning self-learning and improving performance, as the foundation for lifelong learning/CPD.

IA1

Apply appropriate quantitative science and engineering tools to the analysis of problems.

IA2

Demonstrate creative and innovative ability in the synthesis of solutions and in formulating designs.

KU1

Demonstrate knowledge and understanding of essential facts, concepts, theories and principles of their engineering discipline, and its underpinning science and mathematics.

KU2

Have an appreciation of the wider multidisciplinary engineering context and its underlying principles.

S2

Extensive knowledge and understanding of management and business practices, and their limitations, and how these may be applied appropriately to strategic and tactical issues.

P3

Understanding of contexts in which engineering knowledge can be applied (e.g. operations and management, technology, development, etc).

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