

Engineering Tripos Part IIB, 4E11: Strategic Management, 2025-26

Module Leader

[Dr C Coleridge](#) [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.
- show some understanding of these models' application and limitations.
- show a broad overview of managerial disciplines and their interdependency.

Content

Overview

Why are some firms more successful than others, and what, if anything, does strategy have to do with it? Because superior performance accrues to firms with a competitive advantage, this course examines how firms develop and maintain competitive advantage. Strategy is the field of management that has been developed to help general managers (as opposed to functional managers whose responsibilities focus on one particular function such as finance, production, marketing, human resources, IT etc.), make better decisions that will improve the competitive position of the organization in the long run and create value for its key stakeholders. The field of strategy is made up of all theories, concepts, methods and tools that top managers can use to ensure the profitable and long-term growth of their organizations. It divides into works on content of strategy - what activities and sectors the organization will compete in and how it will compete in those -, and process of strategy - the mechanisms by which organizations choose to compete in certain ways, activities and sectors and how they implement these choices. Both process and content approaches address issues of business and corporate-level strategy.

Course Content:

- Nature and context of strategic management
- Theories, concepts and models of strategic analysis
- Applications to strategic management practice

Learning Objectives

The fundamental focus of the strategy core course is on helping participants develop skills that will allow them to make robust strategic decisions in the face of uncertainty and complexity. By the end of the module participants will be able to synthesize the set of concepts and frameworks you have gained to address challenging strategic management problems. In particular, you will be able to:

- Analyze industry structure and environmental trends to assess industry potential
- Evaluate firms' competitive positioning and assess firm-level resources and capabilities
- Formulate business-unit and corporate strategies to achieve competitive advantage
- Evaluate and manage complex ethical and social issues facing firms in implementing strategy and organizing the firm for strategic success.

Method of Instruction

Method of Instruction:

The course will be taught through a mixture of case discussions and lectures. Each session of the course will focus on a specific subset of corporate strategic decisions. The class will mix theoretical content (with a particular focus on mastering the tools to present, frame and analyse a corporate strategy) and practical cases. Students will be invited to participate and share their thoughts on theoretical and practical considerations in relation with the content of the course. They should feel free to ask questions and discuss, especially if they want to clarify or challenge the content covered in the course.

Assessment - Due March 27, 2025

Regarding the form of individual assessment, it will be 100% coursework (essay of 2,500 words):

You will prepare and write up a complete strategic analysis of the current and prospects for a company of your choice. The paper should contain a comprehensive industry and market analysis, including a detailed analysis of relevant competitors, and conclude with strategic recommendations (including corporate and business strategies) for top management. The selection of companies for strategic analysis is entirely up to each student; however, firms in industries that are in transition or firms that are undergoing major strategic changes are potentially more interesting. You should conclude your essay with a brief description of if/how you used LLM tools in the preparation of your analysis.

Teaching Staff

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Course Structure & Selected Readings

SESSION	DATE	TOPIC	READING
1.		What is Strategy	
2.			
		Gaining a Competitive Advantage by Building on Particular Industry	
		Features	
3.			Case: Netflix vs Disney
		Resource-Based Approaches to Strategy and Growth	

4. Disruption

5. Strategic Management of Innovation

Case: Nvidia, Grant

6.

Ecosystem Strategy

7. Platform Strategy

8. Strategy Formulation and Implementation

Book

Contemporary Strategy Analysis, 12th Edition

Robert M. Grant

ISBN: 978-1394251599 December 2024 512 Pages

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. What is Strategy
2. Gaining a Competitive Advantage
3. The Resource-based View
4. Disruption
5. Strategic Management of Innovation
6. Ecosystem Strategy
7. Platform Strategy
8. Strategy Formulation and Implementation

Coursework

Coursework

Coursework activity: Final

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

You should conclude your essay with a brief description of if/how you used LLM tools in the preparation of your analysis.

Learning objective:

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

Coursework

Grading criteria:

1. How insightful is your diagnosis and solution?
2. How clearly have you articulated the key issue at hand. Why does the company you have chosen face the challenge you have identified, and what are this challenge's implications for its future?
3. The originality and quality of your analysis. The point of the exercise is not to just cut and paste from existing articles that discuss your case. Can you bring better analytical skills than the articles you read, or than LLMs, to the case at hand? Can you make an original point about the nature of the challenge? Most analysis in the business press tends to be somewhat shallow. Try to rise above this using better analytical skills.
4. How well substantiated are your claims? Are your claims supported by evidence?
5. Finally, is it coherent and logical?

Booklists

Please refer to the Booklist for Part IIB Courses for references to this module, this can be found on the associated Moodle course.

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).

Last modified: 21/11/2025 13:59

Source URL (modified on 21-11-25): <https://teaching.eng.cam.ac.uk/content/engineering-tripos-part-iib-4e11-strategic-management-2025-26>

Links

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[2] <mailto:c.coleridge@jbs.cam.ac.uk>

[3] <https://teaching.eng.cam.ac.uk/content/form-conduct-examinations>

[4] <https://teaching.eng.cam.ac.uk/content/uk-spec>