STRATEGIC & QUALITY MANAGEMENT

General data

Course code:	Strategic & Quality Management
ECTS credits:	9
Type of the course:	B1
Semester:	Autumn
Course restrictions:	-
Course leader (with availabilities):	*Dr. Roland Schmuck (schmuck.roland@ktk.pte.hu)*
Further lecturer(s) (with availabilities):	-

1. Description and aims

Globalization, extended European international cooperation, spreading international joint ventures, development of multinational firms in Hungary, and the international challenges require new knowledge of corporate planning and strategic management. Strategic management is the science of strategic planning and implementation in turbulent, hardly predictable external conditions. It contains the topics of strategic analysis, strategy creation, implementation, and evaluation of the external and internal environment from a practice-oriented point of view, extending it with the theories of corporate governance.

The aim of the quality management part of this course is to show the general quality theories, tools, and methods of quality management in a globalized corporate environment. Quality management is a management philosophy in which the quality approach is used throughout the entire organization. By operating a well-planned and organized quality management system, the overall goal is to improve quality, both in terms of the organization's processes and its products and services.

The Strategic & Quality Management course prepares the students for the practical application of both strategic and quality management theories with the help of strategic simulation and planning simulation games.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

1. Understand strategic management and quality management theories. (PILO 1, PILO 2)
2. Use strategic management concepts, quality management tools and methods. (PILO 3, PILO 4)
3. Have a complex view of strategic management and quality management. (PILO 2)
4. Plan a strategy by analyzing the external and internal environment. (PILO 4, 5)
5. Solve quality problems in a critical and analytical way and is able to propose solutions to them. (PILO 4)
6. Make strategic decisions by understanding the possible risks and consequences. (PILO 5)
7. Analyze and develop company operations based on the principles of quality management. (PILO6)

(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. Introduction. Course outline. Environment.
   Strategic Management Game (SMG) Test periods.
2. Corporate business and functional strategies: The three contrasting paradigms.
   SMG Test periods.
3. Corporate business and functional strategies: Corporate parenting and strategic management styles.
   SMG Test periods.
4. Corporate business and functional strategies: New game vs. same game strategy.
   SMG Test periods and finishing the test game.
5. Internationalization process: bi-polarization theory.
   Starting the SMG Competition 1 game. SMG Competition 1 game periods.
6. External triggers to the internationalization process: Environmental analysis.
   SMG Competition 1 game periods.
7. External triggers to the internationalization process: 4C Theory.
   SMG Competition 1 game periods and ending the Competition 1 game.
8. Promis planning game: introduction and planning of a quality-centered product development project.
9. Autumn Holiday (1st November 2023) – No lesson.
10. Promis planning game: realization of a quality-centered product development project.
11. Internal triggers to the internationalization process: Corporate Culture.
    Starting the SMG Competition 2 game. SMG Competition 2 game periods.
12. Reading week (22nd November 2023) – No lesson.
13. Restricted national market scope: Internal vs. external growth strategies.
    SMG Competition 2 game periods.
14. Restricted national market scope: Measuring competitive advantage.
    SMG Competition 2 game periods and finishing the Competition 2 game. Closing the course and announcing the coursework evaluation points.

(The schedule is tentative and subject to change.)

4. Learning and teaching strategy, methodology

Principal teaching methodologies:

Lectures about theories in strategic management and quality management and their implementation at real world organizations.

Simulation game gives the opportunity of analyzing and discussion of strategic management principles in practice, and allow the students to make strategic decisions under pressure.

Planning game introduces the students to the importance of real-world planning, using the principles of strategic management and quality management, and considering functional areas of the organization and quality issues in the planning process.

5. Assessment

Formative assessment elements: None.

Summative assessment elements:

Individual Assessment	40 %	**Group Assessment**	60 %

Name of the element	**Weight**	**Type**	**Details**	**Retake opportunity**	**Req.***	**Related CILOs**
Strategic simulation game – SMG Competition 1	24%	group coursework	Please see the details below this table.	No	No	1, 2, 3, 4, 6
Strategic simulation game – SMG Competition 2	24%	group coursework	Please see the details below this table.	No	No	1, 2, 3, 4, 6
Planning game (Promis)	12%	group coursework	Please see the details below this table.	No	No	5, 6
Final exam	40%	individual written exam	Electronic exam with open questions.	Yes	Yes	1, 3, 7

** Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.*

Evaluation of the strategic simulation game (48%):
The strategic simulation game is played in student groups. All group members receive the same amount of points.
Test mode: this is for training only, so no points are given for this. This session is for a better understanding of the game before the competition mode. It will be played in the early weeks of the semester. Active participation is needed from all students. You can test the game and the decisions here without any consequences.
Competition mode: two competition games will be played in which max. 2*24% can be received based on the actual performance in the simulation game. For each competition mode game, the points are calculated by the following formula using the cumulated points found in the evaluation part of the report: The first three teams get 24 points. Fourth and more positions: (your points)/(third team's points)*24. If the student actively participates in the game they will get at least a minimum of 13 points/game, even if the formula above gives a lower result.

Evaluation of the planning game (12%):
This is a management simulation game, where you have to plan and virtually implement a new product development project using a quality management view. The game should be played in teams. You have the plan the project and implement it digitally in the simulation. The game is available at: https://promis2.econ.muni.cz
You will get your username and password during the semester.
Evaluation will be based on planning and implementation:

- Planning is done correctly: 6%
- Implementation done: 2%
- Quality of the implementation (implementation within the time limit, good profit outcome, etc): 4%

More information will be announced at the start of the simulation. We will play this simulation for two weeks. During these weeks we will have a consultation about the game.

Final exam (40%):

Individual final exam in the final exam period. Final exam needs to be filled in electronically. Questions are open questions which show that students understand the theories and they can give real-world examples to them.

6. Learning materials

- Essential

Foster, S. Thomas (2017). Managing Quality: Integrating the Supply Chain. Sixth Edition, Pearson

Ellis, John & Williams, David (1995). International Business Strategy. Pitman Publ., London, ISBN 0-273-60712-X (US version can be used as well)

Schmuck, Roland: Strategic Management Game Player's Guide (distributed electronically through the Moodle system)

- Recommended

Aljazzazen, Sahoum & Schmuck, Roland (2022). Critical Success Factors for Successful Lean Six Sigma Implementation in the Service Organizations. Quality: Access to Success 23: 76-85.

Collis, David (2021). Why So Many Strategies Fail? Harvard Business Review

FitzRoy, Peter; Hulbert, James M. & O'Shannassy, Timothy (2016). Strategic Management: The Challenge of Creating Value, 3rd Edition, Routledge

Gans, Joshua (2020). To Disrupt or Not to Disrupt? MIT Sloan Management Review, 2020

Johnson, Gerry; Whittington, Richard & Scholer, Kevan (2012): Fundamentals of Strategy. 2nd Edition, Pearson

Meissner, Philip & Wulf, Torsten (2020). The Hidden Values Driving Strategy, MIT Sloan Management Review

Mintzberg, Henry (1987). The Strategy Concept I.: Five Ps for Strategy. California Management Review

Peterman, John (1999). The Rise and Fall of the J. Peterman Company, Harvard Business Review, September 1999

Porter, Michael (1996). What is Strategy. Harvard Business Review, November-December 1996

Porter, Michael (2008). The Five Competitive Forces That Shape Strategy. Harvard Business Review, January 2008

Porter, Michael E.; Kim, W. Chan & Mauborgne, Renee (2011). HBR's 10 Must Reads on Strategy. Harvard Business Review, February 2011

Porter, Michael (2012). The Looming Challenge to U.S. Competitiveness. Harvard Business Review, March 2012, 55-62

Schmuck, Roland (2021). Global Supply Chain Quality Integration Strategies and the Case of the Boeing 787 Dreamliner Development. Procedia Manufacturing 54: 88-94.

Wheelen, Thomas L.; Hunger, J. David (2012). Concepts in Strategic Management and Business Policy. Toward Global Sustainability. 13th Edition, Pearson

7. Further information

International aspects embedded with the course
The course has an international view in general, including the internationalization process and the quality management in a global supply chain. Practical examples during the lectures are taken from all over the world. The strategic management simulation game simulates a multinational company.
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
The planning game includes ethical decisions. Strategic management copes with sustainable organizational strategies. The theories in quality management include responsibility issues.
Connections to the world of practice of the course
The management simulation game and the planning game is about implementing the theories in practice. Real-world examples and cases are shown during the lectures.