

<b>Code</b>	<b>B12GMB03E</b>	<b>Credit</b>	<b>7</b>
<b>Term:</b>	<b>fall</b>	<b>Level:</b>	<b>6</b>
<b>Module Title:</b>	<b>STRATEGIC MANAGEMENT</b>		
<b>Module Leader:</b>	Márta Somogyvári PhD Assistant Professor	<b>Office Hours:</b>	Tuesday:14:00-16:00
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<b>Short Description:</b>	Strategic management focuses on the organization as a whole and its interactions with its environment. The corporate world is in the process of transformation driven by information technology and globalization. Strategic management takes a panoramic view of this changing terrain. It attempts to show how large and small companies can be more effective and efficient not only in today's world, but in tomorrow's as well.		
<b>Sessions (weeks):</b>			
1	Strategic Process		
2	External Environment		
3	Five Forces Model		
4	Internal Environment		
5	Business Level Strategy		
6	Corporate Level Strategy		
7	Strategy Implementation,		
8	Midterm Exam		
9	Product Development		
10	Service Development		
11	Market Development		
12	Rivalry		
13	Strategic Leadership		
<b>Rationale Including Aims:</b>	Strategic management is primarily concerned with environment, corporate objectives, resources, core competencies, and competition, organization and corporate culture. Aim: How to compose these components to be successful in the international competition.		
<b>Learning Outcomes: Knowledge</b>	After completing this module, students will be familiar with the environmental factors, the strategy making process: how to formulate and implement strategies in a rapidly changing competitive international environment.		
<b>Learning Outcomes: Skills</b>	The students will be able to analyze and handle complex strategic situations in an international environment, will be able to apply up to date strategic management principles and tools. Teamwork, including the ability to lead, team selection, delegation, development and management.		

<b>Teaching and Learning Strategies:</b>	The course consists of lectures, case study analysis, group work, presentations. Continuous learning is required: the learning process is checked at each class through presentation, case discussions and problem solving.
<b>Assessment Scheme:</b>	<p>Final mark:</p> <ul style="list-style-type: none"> <li>• 40% class performance including: weekly discussions, group work and deliverables</li> <li>• (15%) midterm exam</li> <li>• (45%) final exam (Case Study analysis + Discussions on theories and practices)</li> </ul>
<b>Core Learning Materials:</b>	<p>Thomas L. Wheelen – J. David Hunger: Strategic Management and Business Policy. Pearson-Prentice Hall, 2011</p> <p>Strategic Management: Concepts: Competitiveness and Globalization 11th edition by Michael Hitt, R. Duane Ireland, Robert Hoskisson</p>
<b>Optional Learning Material:</b>	<p>Battacharya, Korschun : The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment, Journal of the Academy of Marketing Science 2006; 34; 158</p> <p>Macdonald, Assimakopoulos, Anderson : Education and Training for Innovation in SMEs International Small Business Journal 2007; 25; 77</p> <p>The HBR List – Breakthrough Ideas for 2004. HBR February 2004.</p> <p>Melancon ,Williams : Competency-Based Assessment Center Design-A Case Study Advances in Developing Human Resources , 2006; 8; 283</p> <p>Ireland,Hitt, Viadyanath : Alliance Management as a Source of Competitive Advantage Journal of Management 2002; 28; 413</p> <p>Ashton, James E. - Frank X. Cook, Jr - Paul Schmitz: Uncovering Hidden Value in a Midsize Manufacturing Company. HBR June 2003 111-119.</p> <p>Boyd, Gavin and John H. Dunning (ed.): Structural Change and Cooperation in the Global Economy. "New Horizons in International Business Series", 1999</p> <p>Cohen, Stephen S. and Gavin Boyd (ed.): Corporate Governance and Globalization. "New Horizons in International Business Series", 2000</p> <p>Farrel, Diana: The Real New Economy. HBR October 2003. 104-112.</p> <p>Ghemawat, Pankaj: The Forgotten Strategy. HBR Nov 2003.</p> <p>Nohria, Nitin -William Joyce - Bruce Robertson: What Really Works HBR Jul 43-52, 2003</p> <p>Pillmore, Eric M.: How We're Fixing Up Tyco? HBR Dec 2003 96-103.</p> <p>Porter, Michael: Strategy and the Internet. HBR, March, 2001.</p> <p>Prahalad, C. K. - Kenneth Lieberthal: The End of Corporate Imperialism. HBR August 2003</p> <p>Role in CEO Succession. HBR May-June 1999 96-105.</p> <p>Wartick, Steven - Donna J. Wood: International Business and Society. Blackwell, Oxford, UK, 1998 (chapters 1-4, 6-7.)</p>