



Sofaer Global MBA

Strategic Management

Module 1 – 2020/21

Prerequisites: None

Course Section Details

Section	Day	Hour	Lecturer/TA	
Class	Monday	15:45-18:30	Dr. Shai Harel	shaiharel@tauex.tau.ac.il
Class	Monday	15:45-18:30	Ms. Lisyah Bahar	lisyabahar@gmail.com

Shai's office hours: Before or after class by appointment

Lisyah's office hours: Thursdays by appointment

Course Units

1 course units = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

Course Description

The course discusses the importance of strategic planning for the survival, growth and success of companies. The course focuses in companies which are defined as Single Business Unit (as opposed to corporate strategy). The course takes the viewpoint of the top management team, and discusses the difficulties and challenges associated with strategy formation and implementation in changing, competitive and uncertain environments. During the course we will review the similarities and differences of the strategic process in "traditional" vs. innovative companies.

The course opens up discussing basic concepts of strategy and follows the process of strategic planning. We begin in a discussion of the importance of the company's vision, values and mission statement. Next, we focus on models to perform an industry analysis and what are the implications of its dynamics and trends. It then turns to the we analyze the company's internal value chain and the resource-based view of competitive advantage, identifying and characterizing the company's strategic resources - assets, capabilities, core capabilities and why they are so essential to the company in order for it to be able and build a sustainable competitive advantage. The course presents and critically evaluates the 'generic' strategies of the companies, the conditions under which they develop, and their role in developing a sustainable competitive advantage. From here the course moves on to the topic of innovation in different types of industries. We discuss the implications of the choice between being innovative and enter the market first vs. being an imitator and enter the market late. We end the course by looking and growth strategies (the implications of international strategy) and .

Course Objectives

1. Acquire the language, concepts, models, mapping and analytical tools that are used while performing a strategic process.
2. Comprehend the components, complexity and problems of strategically managing a single-business-unit.
3. Understand the similarities and differences in strategy formation for "traditional" vs. innovative companies.
4. Develop the basic skills and knowledge, and to practice strategic formation for a single-business-unit and be able to assess its effectiveness.
5. Develop a strategic perspective on business dilemmas.



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Assessment and Grade Distribution

Assignments	Date	Assignments	%
N. 1	27/10/20	Submit 3 optional companies	10%
N. 2	10/11/20	Industry Analysis Part 1	10%
N. 3	17/11/20	Industry Analysis Part 2	15%
N. 4	03/11/20	Internal Aspects- Business Profile of the Company	20%
N. 5	24/11/20	Examining Future Strategic Alternatives	20%
N. 6	01/12/20	Students' Presentations	15%
Total		100%	

Course Assignments

Attendance & Participation (10%): Effective class participation includes attendance and active contribution to class exercises and discussions. The character of the course naturally lends itself to active exchange among participants, thus we encourage value and recognize your in-class contribution.

The value and quality of class discussion depends critically on the quality and diversity of class discussions. We encourage value comments and insights.

Home exercises (90%): There will be weekly home exercises - related to the high-tech company you will choose. We will divide you into teams of 4-5 students. The deliverables should reflect the thinking of everyone on the team and everyone should be ready to present the team view in class. Instructions will appear in the course's Moodle on time and discussed in class as well.

We encourage you to plan your work as a team, allow time for more than one team meeting, and for the development of quality deliverables. TA will be available for all your questions on Thursdays by appointment

The deliverables of the home exercises should be constructed in a 5-7 ppt slides

Group 360 peer evaluation:

We want to enable you to reward team members for being great team players, their commitment, effort, and contribution in home exercises. Hence, the final grade of each student will be will weight also an in-group peer review.

Attendance: 80%

Should a student become unable to complete an assignment or course requirement, s/he must notify the TA of the course in advance via email

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Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is a core course) will fall between 78-82.

Additional information regarding this policy can be found on the Faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2019-20/MBA/regulations/exams>

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

Course Site (Moodle)

The course Moodle site will be the primary tool used to communicate messages and material to students. It is therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. (For example: exam details and updates regarding assignments)

Course slides will be available on the course site.

Please note that topics which are not covered in the slides, but are discussed in class are considered an integral part of the course material and may be tested in examinations.

Implications for Business Ethics

Issues in business ethics will be discussed during the lectures. Specifically, we will discuss ethical issues in industry analysis and information, employees' poaching and strategy implementation.

Course Outline*

#	Date	Topic	Details	Reading
1	20/10/20	Introduction & the Strategic Compass	Values, mission statement and vision - is it significant and important for the firm's development?	C1 The Concept of Strategy C2 Goals, Values, and Performance
2	27/10/20	Industry Analysis (MBV – Market Based View)	Models for industry analysis, are there better industries? What are the dynamics of industry development?	C3 Industry Analysis: The Fundamentals
3	10/11/20	Internal Analysis (RBV – Resource-Based View): Who Can Imitate Me? What Makes a Competitive Advantage "Sustainable"?	Abilities and core ability. What are dynamic capabilities and what is the importance of organizational learning	C5 Analyzing Resources and Capabilities
4	17/11/20	Generic strategies: Cost Leadership, Differentiation or Both?	What is better? Cost transportation or quality transportation? How do you decide?	C7 The Sources and Dimensions of Competitive Advantage



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#	Date	Topic	Details	Reading
5	03/11/20	Industry Evolution: What Are the Effects of Industry Dynamics?	What is special about knowledge-intensive industries and how is it different from other industries?	C8 Industry Evolution and Strategic Change C9 Technology-Based Industries and the Management of Innovation
6	24/11/20	Growth and Expansion Strategies: Entrepreneurship	What is entrepreneurship? What is Home Business Entrepreneurship? Is and why it is important for the survival and success of the business?	C10 Vertical Integration and the Scope of the Firm
7	01/12/20	Summary & Students' Presentations		

* Note the coverage of these topics may change slightly.

Required Reading

Textbook: Grant RM. 2019. *Contemporary Strategy Analysis (10th ed.)*. John Wiley & Sons, Limited.