



INSTITUTE
OF ECONOMIC STUDIES
Faculty of Social Sciences
Charles University

Strategic Management

Spring Term

Professor: [Ing. Petr Balcar MSBE](#)

[Mgr. Dung Nguyen Quang](#)

Office hours: by personal arrangement

Contact: balcar.petr@tiscali.cz

Course Code: JEB112

Course Description:

The aim of this course is to introduce the strategy building, implementation and evaluation process in the current dynamic business environment. Following the theory, this rather complex course will be based on gradual hands on project-building of the entire strategic framework. It will involve the performance management approach linked to the process model and organization structure. Presentations and interactive communication of all particular phases of the strategic approach will be the key of this course.

Course Objectives:

By the end of this course the students will be able to:

- 1) understand the importance of a strategic approach to business management,
- 2) determine how complex and elaborated the strategy should be for various kinds of entities,
- 3) design and communicate strategy throughout the entity,
- 4) link strategy to performance in the organization,
- 5) identify and face potential pitfalls by solving real problems from numerous case studies
- 6) suggest follow up steps to keep the strategy alive.

Structure:

The structure of this course will be divided between lectures and seminars. Lectures as well as seminars will meet once per week for 1.5 hours.

Midterm exam stresses the fulfillment of objectives 1-3, the final project stresses the fulfillment of objectives 4-6 (listed above).

Instructions:

Please contact the IEF staff to learn more about the instructions for this course, including meeting times and how to register.

Academic Honesty:

Although the students are encouraged to exchange ideas in and outside class, everybody is required to submit their own work. That means that copying the work of other students or published materials is strictly prohibited.

Grading System:

4 quizzes 6% each	24% in total
2 case study presentations 8% each	16% in total
Written midterm and final exam 15% each	30% in total
Final course profile project	30% in total
Extra points for excellent active participation and contribution on the course.	15%

Home assignments on required readings and case studies are due by Wednesday at noon of the relevant week on Moodle (penalty -5 % each if not delivered). Team work in project teams is the key. Up to 15% extra points for excellent active participation and contribution on the course.

Course Content:

1. Introduction to the course: Overview of Strategic Management, Complex Strategic Management Framework. Importance and Benefits of Strategic Management. Business Ethics and Strategic Management. Introduction to Project Management for Purposes of this Course.

2. Strategy Formulation. The Process of Developing Business Vision and Mission. Writing and Evaluating Mission Statements.

3. The External Assessment. External audit. Impact of External Forces on the Organization. Assessment of external information sources. Competitive analysis and Cooperation among Competitors. Strategic Management Forecasting tools. Global Challenges for strategic management.

4. The Internal Assessment. Internal audit. Integrating the strategy within the entity. Key functions of the entity in relationship to the strategy – Management, Marketing, Finance / Accounting, Production, Operations, Research and Development, Management Information Systems. Introduction to Value Chain Analysis. Benchmarking.

5. Introduction to Process Management. Process modeling, Various Approaches. Hands on process

model development.

Midterm Exam

6. Introduction to Organization Structure design. Various Forms of the Organization Structure.

Building and discussion of the process based Organization chart.

7. Strategies in Action. Long-Term Objectives. Types of Strategies. Michael Porter's Five Generic Strategies. Means for Achieving Strategies. Strategic Management in Nonprofit and Governmental Organizations, Strategic Management in Small Firms.

8. Strategy Analysis and Choice. A Comprehensive Strategy-Formulation Framework. The Input, Matching and Decision Stages. Company Nature Based Specifics of Strategy Choice. Governance Issues.

9. Introduction to Performance Management Framework. Various approaches. Balanced Scorecard. Development of a complete Balanced Scorecard framework for a firm. Linking Performance and Pay to Strategy.

10. Strategy Implementation. Management and Operations Issues. Annual Objectives. Policies. Resource Allocation. Managing Conflict. Matching Structure with Strategy. Restructuring, Reengineering, and E-Engineering.

11. Implementation Strategies: Marketing, Finance/Accounting, R&D and MIS Issues.

12. Strategy Review, Evaluation and Control. Final projects presentation (Part I).

Final Project

13. Twenty-First-Century Challenges in Strategic Management. Follow up Strategic Recommendations. Final projects presentation (Part II). Summary of the Course.

Final Exam

Reading Materials:

Required:

Strategic Management: Concepts and Cases, Fred R. David, 13th ed., Pearson Prentice Hall, 2011, ISBN-13: 9781408259214

Supplementary:

A Guide to the Project Management Body of Knowledge, Project Management Institute, 4th ed., 2009, 459 pages, ISBN-13: 9781933890517

Strategic Market Management, David A Aaker, 9th ed., John Wiley & Sons, 2009, 341 pages, ISBN: 13: 9780470317242

The Balanced Scorecard: Translating Strategy Into Action by Robert S. Kaplan, David P. Norton, Harvard Business School Press, 1996, ISBN-13: 9780875846514

Strategic Brand Management, Kevin Lane Keller, 2nd ed., Prentice Hall, 2002, 788 pages, ISBN-13: 9780130411501