



# International Summer Programme

UAS Nysa 2023

**UNIVERSITY OF APPLIED SCIENCES IN NYSA**  
**INTERNATIONAL SUMMER PROGRAM 2023**  
**Course description, contents and other basic information**

**TITLE OF THE COURSE:** Strategic Management

**COURSE DESCRIPTION:** This course will enable students to develop strategic skills which in turn will allow them to help businesses and companies in their quest for higher levels of competitiveness and above average returns. Students will apply strategic thinking to decision-making situations in international environments, which include environmental analysis and diagnosis skills, understanding of the competitive strategy, and positioning of the company in the competitive environment through case analysis, resource management and development of skills, as well as aligning the conceptualization of the strategy with its execution in order to improve team problem-solving and decision making.

**Visiting professors:**

Prof. Scott Venezia, CETYS University System, Mexico

**Short bio information:** Scott Venezia is Dean for International Affairs for CETYS University System (Mexico). He holds an undergraduate degree in Management, an MBA with a concentration in Finance and a Doctoral Degree in Business Management with a concentration in Strategic Management. He is co-author of two books and has published over 30 articles related to his field. He has participated in different activities, projects and initiatives related to his work in Argentina, Austria, Bulgaria, Canada, Chile, Colombia, Czech Republic, England, Finland, France, Germany, Holland, Hungary, India, Mexico, Morocco, Poland, Portugal, Puerto Rico, Spain, South Africa, South Korea, Switzerland, and USA. Dr Venezia is an American Council on Education Fellow (USA) Class of 2010-11, a graduate of NAFSA's International Academy, and a graduate of USA's American Council on Education's 'Institute for Leading Internationalization'. At CETYS University he teaches courses related to International Business, Entrepreneurship and Strategic Management. He is also a visiting professor at the University of Finance and Administration in Prague (Czech Republic) and at the University of Alcala, in Alcala (Spain) in the areas of Entrepreneurship and Innovation. Also a business owner, he has business interests both in USA and Mexico, and has served as a consultant to organizations in Mexico and abroad.

Prof. Jaikumar A.Kulkarni, ASM Group of Institutes, India

**Short bio information:** Prof. Jaikumar A.Kulkarni has a Bachelor in Mechanical Engineering, an MBA (Germany) and has completed an Strategic Management Module with the Indian Institute of Management (IIM). With over 37 years of experience in industry, he has 15 years of teaching experience, teaching Strategic Business Management and current trends in management. He is a visiting professor at CETYS University (Mexico). Prof. Kulkarni was recognized in 2016 with the ‘Best Professor in Strategic Management’ award by Association of Management Professors of India (AMP). He has presented 25 research papers in international conferences, and has authored 11 books on business case studies, among them: Case Studies in Management (Pearson Education, 2011); Innovative Management (Partridge Publishers, USA 2015); A Bouquet of Business Case Studies ([shakespeare.com](http://shakespeare.com), 2020); and Indian Business Case Studies (8 volumes, Oxford University Press, 2022).

**The course stage:** Bachelor

**Language of instruction:** English

**Duration:** 26<sup>th</sup> June – 7<sup>th</sup> July 2023

**Working time (lesson hours – 45 min- a day):** 4

**Number of ECTS credits:** 4

**Teaching Method:** lectures, practices, cases

**Course Description:** This Course is designed for all students interested in business and entrepreneurship, as well as in competitive dynamics and the development of strategic goals while planning and implementing long term initiatives. Participating students can join this course having their specialization in any subjects at their universities. Students will develop a systematic knowledge about strategic thinking, as well as planning and implementation of a chosen strategy. The course will help students to understand the importance of Strategic Management and Competitive Strategies, and to identify the competitive strategy that better suits the company they work for in the future.

**The method of verification of the learning outcomes:** Class attendance and active participation: 20%; Group activity and group projects: 40%; Final examination/evaluation: 40%

**Content of the Course:**

**1. Strategic Dimension.** 1.1 Strategy, components, premises, and dimensions. 1.2 Strategy and market. 1.3 The concept of Value. 1.4 Value Delivery and Value Proposition. 2. Strategic Management. 2.1 Concept and definition 2.2 The Strategic Management Process. 3. Strategy. 3.1 Strategic management and strategy. 3.2 Competition models. 3.3 Strategy: cost leadership. 3.4 Strategy: differentiation leadership. 3.5 Strategy: focus strategy.

**2. Assessment of the Internal and External environments of the business.** 2.1 Industry and environmental analysis. 2.1.1 Analysis tools: PESTEL, Competitive Strengths, Entry/Exit Barriers, McKinsey. 2.2 Internal Analysis 2.2.1 Analysis tools: Distinctive Competencies, Value Chain, Alignment and Consistency. 2.3 Hybrid models/other models 2.3.1 7'S de McKinsey, BCG and GE, Diamond, Trend Analysis 2.4 Synthetizing the analysis 2.4.1 Meaning of the information of the environment of the business and how it feeds the strategy definition process. 2.4.2 Options and Alternatives.

**3. Competitive Strategies.** 3.1 Generic Competitive Strategies: Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy. 3.2 Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Turnaround, Divestment, Liquidation, Outsourcing Strategies.

**4. Strategy Implementation:** Components of a strategic plan, barriers to implementation of strategy, Mintzberg's 5 Ps – Deliberate & Emergent Strategies , Mc Kinsey's 7s Framework.4.1 Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/ Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, 4.3Changing Structures & Processes: Reengineering & strategy implementation – Principles of Reengineering, Six Sigma – Process consisting of defining, measuring, analyzing, improving & establishing steps, Lean Six Sigma (Concepts only). 4.4 Corporate Culture: Building learning organizations, promoting participation through technique of Management by Objectives (MBO), Total Quality Management (TQM).

**Any special prerequisites:** This course will be taught in English. It requires from students a proficiency in the English language which allows them to read and comprehend the required readings, understand the lectures presented, interact successfully with the instructors and fellow classmates, and engage effectively in class discussions and presentations. As well, since the final written examination will be in English, the responses are expected to be submitted in writing in this language.

**Suggested literature:**

- Strategic Management by Ireland, Hoskisson & Hitt, Cengage Learning, 2008 Edition
- Crafting and Executing Strategy: The Quest for Competitive Advantage by Thompson, Strickland, Gamble & Jain, Tata McGraw-Hill, 16th Edition
- Core Competence, Distinctive Competence, and Competitive Advantage: What Is the Difference? By Mooney, Ann. Journal of Education for Business, Nov/Dec2007, Vol. 83 Issue 2
- The Five Competitive Forces That Shape Strategy by Porter, Michael E., Harvard Business Review, Jan2008, Vol. 86 Issue 1
- Strategy & Society: The Link Between Competitive Advantage and Corporate Social Responsibility by Porter, Michael E.; Kramer, Mark R.,

**Maximum number of students in the class: 35**

**Any other relevant information: N/A**