Course Syllabus BUS 216G

STRATEGIC MANAGEMENT

Number of ECTS credits: 6

Contact Details for Professor
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Course Description
This course focusing on strategy formulation, implementation and performance. Deals with the identification and analysis of external opportunities and constraints and with the development of internal capabilities in response to these factors. Investigates the main functions of the corporation: products/services, research and development; manufacturing, logistics, marketing, finance/accounting, and human resources. Taught through theory and case studies.

Course Prerequisite
BUS 101P

Learning Objectives
After this course, you should be able to:

I. Acquire knowledge and understanding of
   a. Business and its functional fields (management and organization, human resources, accounting, finance, operations, and marketing)
   b. Firms and markets
   c. The external environment
   d. The international dimension of business
   e. Quantitative and qualitative research
II. Apply knowledge
   a. Get acquainted with the academic literature and be able to locate pertinent and relevant information on a specific topic
   b. Identify, analyze and solve a problem
   c. Input data, generate and interpret results, and identify additional need for research
   d. Apply the knowledge on the job

III. Judgement
   a. Process and analyze data, using the appropriate tools
   b. Recognize the international dimension of business
   c. Assess how business decisions affect people and the internal and external environment
   d. Assess whether business decisions are ethical

IV. Communication
   a. Write an analysis on a current issue in business
   b. Present and defend an issue orally
   c. Participate in debates with peers
   d. Present the results of an analysis to non-specialists

V. Attitudes
   a. Work independently
   b. Work with others, take on responsibility and show leadership
   c. Be curious, inquisitive
   d. Develop an attitude of life-long learning
   e. Acquire understanding of diversity
   f. Be ethical, professional and self-critical

Course schedule (in addition to the cases)
First section
Introduction to strategic management.
Learning with cases.
“Judo strategies”.
Value creation and value appropriation.

Second section
Tools used in strategic management (“activity system maps”, “five forces analysis”).
Third section
Internationalization strategies of European and U.S. corporations.

Fourth section
Internationalization strategies of Asian corporations.

Course Materials
No compulsory textbook.

Suggested textbook: "Strategy and the Business Landscape" (Pankaj Ghemawat):

Case studies and additional readings covering the topics specified in the course description.

Course Assessment
The students will be evaluated on the basis of their performance as follows:

- Written assignments 40%
- Presence and in-class participation 10%
- Mid-term examination 25%
- Final examination 25%

TOTAL 100%

Grading Scale of Vesalius College

Vesalius College grading policy, in line with the Flemish Educational norms, is now as stated follows:

<table>
<thead>
<tr>
<th>Letter grade</th>
<th>Scale of 20</th>
<th>Scale of 100</th>
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<tbody>
<tr>
<td>A</td>
<td>17.0-20.0</td>
<td>85-100</td>
</tr>
<tr>
<td>A-</td>
<td>16.1-16.9</td>
<td>81-84</td>
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<tr>
<td>B+</td>
<td>15.3-16.0</td>
<td>77-80</td>
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<tr>
<td>B</td>
<td>14.5-15.2</td>
<td>73-76</td>
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<tr>
<td>B-</td>
<td>13.7-14.4</td>
<td>69-72</td>
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<tr>
<td>C+</td>
<td>13.1-13.6</td>
<td>66-68</td>
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<tr>
<td>C</td>
<td>12.3-13.0</td>
<td>62-65</td>
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<tr>
<td>C-</td>
<td>11.5-12.2</td>
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<td>D+</td>
<td>10.7-11.4</td>
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<td>50-53</td>
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<tr>
<td>F</td>
<td>0-9.9</td>
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</tbody>
</table>
Further description of assessment activities and Grading Criteria
The following criteria will be applied in assessing your written work:

- Written assignments, mid-term examination and final examination: how precisely, completely, clearly and convincingly the questions assigned are answered.

Additional Course Policies
Any non-respect of the deadlines for the submission of the written assignments and of the papers for the “take-home” examination will be penalized.

Academic Honesty Statement
Academic dishonesty is NOT tolerated in this course.

Academic honesty is not only an ethical issue but also the foundation of scholarship. Cheating and plagiarism are therefore serious breaches of academic integrity.

Following the College policy, cheating and plagiarism cases will be communicated in writing to the Associate Dean for Students and submitted to the Student Conduct Committee for disciplinary action.

If you refer to someone else’s work, appropriate references and citations must be provided. Grammar, spelling and punctuation count, so use the tools necessary to correct before handing in assignments.

Jean Bellemans

July 22, 2014