



Master of Business Administration

Tomasz Domański

FUNDAMENTALS OF STRATEGIC MANAGEMENT



LAZARSKI UNIVERSITY IN WARSAW

Prestigious American
MBA  in Warsaw

The only MBA program in Poland accredited by AACSB



It is my great pleasure as the new President of Lazarski University to introduce you to our prestigious American Master of Business Administration (MBA) program offered jointly with the University of Wisconsin at La Crosse. My pleasure is all the greater since as Director of Georgetown University's East Central European Scholarship Program (ECESP) I enjoyed a long and fruitful cooperation with the University of Wisconsin-La Crosse and initiated the Lazarski – University of Wisconsin-La Crosse partnership.

Our MBA program exists since 2008 and is quite unique. It is an innovative, dynamic, full time, English language and the only program in Poland with accreditation from AACSB-International (The Association to Advance Collegiate Schools of Business), the oldest and most prestigious accrediting agency for business programs. Harvard, Columbia and Georgetown are among the many universities accredited by this agency.

Our program provides students with a semester of study in the United States, during which they can visit various institutions and make important business contacts. Students who successfully complete the Lazarski MBA program are granted an American Master of Business Administration (MBA) degree from the University of Wisconsin-La Crosse, an institution known for its high quality education.

They can also receive a Polish MA, by completing additional requirements, such as writing an MA thesis. Our present cohort of students includes employees of the National Bank of Poland and CitiBank among others, plus international students, all of whom evaluate the professors (American and Polish), as well as the program content, as being excellent.

I invite you to acquaint yourself with our outstanding program and its unique accreditation. All of us at Lazarski look forward to meeting you and having you join our student body.

Maria O. Pryshlak, Ph. D

President of the Lazarski University

THE NEXT EDITION OF THE UNIVERSITY OF WISCONSIN – LA CROSSE AND THE LAZARSKI UNIVERSITY MBA PROGRAM

The Lazarski University and the prestigious University of Wisconsin – La Crosse are recruiting applicants who are interested in exceptional international careers to a new and dynamic MBA program of studies.

The program is unique in Poland because it offers a summer semester of studies in the US and because a majority of its core subjects are taught by American professors. Such a structure of studies ensures that students will learn the newest management strategies and methods, as well as practical aspects of running large corporations in the US and in other leading world economies. The aim of our MBA program is to develop students' skills of:

- Management in changing circumstances;
- Critical and integrated thinking;
- Identification and solving problems;
- Decision making;
- Use of the latest management and information implements;
- Effective teamwork;
- Leadership skills;
- Use of global economic and cultural possibilities;
- Awareness of specific management ethical, social, and environmental responsibilities.

The Lazarski University stands apart from other schools in Poland by offering an extensive course of studies, an excellent level of teaching, and the latest international standards of education.

It provides Bachelor and Master level programs in English together with the University of Wales and the MBA program with the University of Wisconsin – La Crosse.

U. S. Embassy in Warsaw Opinion March 2009

„The U. S. Embassy in Warsaw congratulates Lazarski University on developing an American MBA program with high educational standards. An American MBA is the most prestigious, highly sought-after business degree in the world. The Embassy warmly supports Polish-American student exchange programs and American MBA programs abroad, including Lazarski's program with the University of Wisconsin-La Crosse.”

Fulbright Commission Opinion February 2009

Internationalization of the Polish private institutions of higher education is giving positive results in joint research and joint diplomas not only with EU schools but also with the United States of America universities. Thanks to successful collaboration of the University of Wisconsin –La Crosse and the Lazarski School an American MBA program is now available in Warsaw. The program is accredited by the Association to Advance Collegiate Schools and the students' study one semester in the University of Wisconsin that is the first full time, 2 year-long MBA program in Poland. Polish students who graduate in 2010 will be granted MBA diploma of the University of Wisconsin – La Crosse. We shall be looking for the first graduates and watch their careers in international business.

FUNDAMENTALS OF STRATEGIC MANAGEMENT

COURSE DELIVERY

Level III, Semester VI

30 hours

65 % lectures (9 sessions)

23 % group work (3 sessions)

12 % students' presentations (2 sessions)

ASSESSMENT

Group assignment: 40 %

Final exam (1.5 hour): 60 %

BRIEF DESCRIPTION AND AIMS

This course is designed to introduce students into the basic concepts and tools of strategic management as they apply to the contemporary business environment. The main objective of this class is providing students with the theoretical knowledge and practical, managerial skills needed for running a business entity. The course focuses on the fundamental strategic concepts supporting students in understanding the competitive forces in the business environment within which a company operates. Analytical tools and work-group techniques are utilized in case-study analyses to identify and systematically assess major environmental forces that influence operations of a business entity. The ultimate goal of the course is to improve students' decision-making capabilities through familiarizing and exercising the basic strategic concepts and techniques.

UNIT COORDINATOR



Tomasz Domański

is experienced strategic and project manager with strong presentation and training skills. He has spent many years working in mobile telecommunications, as well as in consultancy services providing managerial support for business and public entities.

He is a graduate of the Lodz University (MA in business law) and the University of the State of New York (MBA in Marketing and MIS). He did postgraduate studies at the universities of Warsaw and Lodz, and MTCT in Haifa. He has also completed numerous professional trainings in Poland and abroad. He is the author of various publications concerning management and new communication technologies.

CONTENT

1. Introduction to strategic management

The Strategy-making process;
Mission and vision; Strategic goals and objectives; Priorities; Strategic action plans.

2. The nature of competitive advantage

External environment analysis: The identification of industry opportunities and threats.
Internal environment analysis: Distinctive competencies, competitive advantage and profitability.

3. Strategies

Corporate level strategies
Building competitive advantage through business-level strategies
Building competitive advantage through functional-level strategies
Total Quality Management – concept and techniques
Vertical integration, diversification, and strategic alliances
Building and restructuring the corporation

4. Implementing strategy

Designing organizational structure
Strategic control system; Balanced Score Cards; Strategy Maps
Implementing strategic change

LEARNING OUTCOMES

At the completion of this class students should be able to:

- Understand what “strategy” means for a business entity. Identify important stakeholder groups, and explain how they contribute to and benefit from the firm.
- Recognize major differences among corporate, business, and functional strategies, as well as discuss how the company can build and maintain a competitive advantage through its choice of functional and business strategies.
- Outline the main components of the strategic management process. Identify the roles and responsibilities of strategic managers at different levels within the organization.
- Describe concepts of the Value Chain, Value Matrix, Industry Life Cycle. Practically use the strategic analytical tools and TQM techniques.
- Describe the process of value creation, using the concepts of pricing, demand, costs, and differentiation. Show how strategic alliances or strategic outsourcing can be used instead of horizontal and vertical integration.
- Describe the strategic control systems, including the concepts of Balanced Score Cards, and Strategy Maps. Explain the major elements of strategic change implementation.

THE TEXT-BOOK

Charles W. L. Hill, Gareth R. Jones: Strategic Management – An Integrated Approach; 7th Edition; Houghton Mifflin Company; Boston, Toronto 2007.

RECOMMENDED READINGS

1. Michael E. Porter: Competitive Advantage – Creating and Sustaining Superior Performance; The Free Press/Maxwell Macmillan International; New York, Oxford, Singapore, Sydney 1985
2. Michael E. Porter: Competitive Strategy – Techniques For Analyzing Industries and Competitors; The Free Press/Simon and Shuster Inc.; New York 1998
3. Robert S. Kaplan, David P. Norton: The Balanced Score Card – Translating Strategy Into Action; Harvard Business School Press; Boston 1996
4. Robert S. Kaplan, David P. Norton: The Strategy Focused Organization – How BSC Companies Thrive In The New Business Environment; Harvard Business School Press; Boston 2001.
5. Robert S. Kaplan, David P. Norton: Strategy Maps – Converting Intangible Assets Into Tangible Outcomes; Harvard Business School Press; Boston 2004
6. Robert M. Grant: Contemporary Strategy Analysis; 6th Edition; Blackwell Publishers Ltd.; Malden, Oxford, Carlton 2008

COURSE CALENDAR

INTRODUCTION TO STRATEGIC MANAGEMENT

Session #1 February 13, 2008

- Topics:** 1. Introduction to strategic management
2. The Strategy-making process; Strategic planning in practice

Reading: Strategic Management An Integrated Approach, 7th edition:
Part 1. Strategic Leadership: Managing the Strategy, Making Process for Competitive Advantage

Session #2 February 20, 2008

- Topics:** 1. Business definition; Value for a customer;
2. Value Chain; Business processes and procedures

Reading: Contemporary Strategy Analysis, 6th edition:
Part 1. The Concept of Strategy

Session #3 February 27, 2008

- Topics:** 1. Mission and vision; Strategic goals and objectives; KPIs
2. Priorities; Strategic action plans; Managing strategic projects and programs

Reading: Contemporary Strategy Analysis, 6th edition:
Part 2. The Tools of Strategy Analysis

THE NATURE OF COMPETITIVE ADVANTAGE

Session #4 March 5, 2008

- Topics:** 1. External environment analysis: The identification of industry opportunities and threats.
2. Internal environment analysis: Distinctive competencies, competitive advantage and profitability.

Reading: Strategic Management An Integrated Approach, 7th edition:
Part 2. External Analysis: The Identification of Opportunities and Threats
Part 3. Internal Analysis: Distinctive Competencies, Competitive Advantage, and Profitability

Session #5 March 12, 2008

Topics: Group work: SWOT Analysis
Nominal Group Technique

Reading: Strategic Management An Integrated Approach, 7th edition:

Case: Huawei Technologies Co., Ltd. (to be confirmed)

Session #6 March 19, 2008

Topics: Group work: Cause-effect analysis
"5M" Methodology

Reading: Strategic Management An Integrated Approach, 7th edition:

Case: Huawei Technologies Co., Ltd. (to be confirmed)

STRATEGIES

Session #7 March 26, 2008

Topics: 1. Corporate level strategies
2. Building and restructuring corporation

Reading: Strategic Management An Integrated Approach, 7th edition:

Part 9. Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing

Part 10. Corporate-Level Strategy: Formulating and Implementing Related and Unrelated Diversification

Session #8 April 02, 2008

Topics: 1. Business-level strategies
2. Product portfolio analysis: BCG Matrix

Reading: Strategic Management An Integrated Approach, 7th edition:

Part 5. Building Competitive Advantage Through Business-Level Strategy

Part 6. Business-Level Strategy and the Industry Environment

Session #9 April 09, 2008

Topics: 1. Functional-level strategies
2. Total Quality Management -- concept and techniques

Reading: Strategic Management An Integrated Approach, 7th edition:

Part 4. Building Competitive Advantage Through Functional-Level Strategy

IMPLEMENTING STRATEGY

Session #10 April 16, 2008

Topics: Group work: Designing strategic action plans
Project charter, WBS; Gantt chart; Responsibility matrix

Reading: Exploring the web: Visiting the project management websites

Session #11 April 23, 2008

Topics: Strategic control system;
Balanced Score Cards; Strategy Maps

Reading: The Strategy Focused Organization:
Chapter 1. Creating a Strategy-Focused Organization
Chapter 2. How Mobil Became a Strategy-Focused Organization

Session #12 May 7, 2008

Topics: Implementing strategic change
Designing organizational structure

Reading: Strategic Management An Integrated Approach, 7th edition:
Part 12. Implementing Strategy in Companies That Compete in a Single Industry
Part 13. Implementing Strategy in Companies That Compete Across Industries
and Countries

Session #13 May 14, 2008

Topics: Student's presentations:
MS Power Point presentation of the group assignments

Case: Cases and more details of the assignment will follow.

Session #14 May 28, 2008

Topics: Student's presentations:
MS Power Point presentation of the group assignments

Case: Cases and more details of the assignment will follow.

**Final
examination** May 30, 2008

Form: Written exam (1,5 hour)

WORKGROUP ASSIGNMENT

There will be a case analysis (group effort) with team presentation at the end of the semester. Each of the groups will be provided with case for strategic analyses. Required format of the presentation is MS Power Point. Presentation times will be assigned after the groups and cases selection.

Due date: May 14, 2008 at 4pm

Presentation dates: May 14, 2008 and May 28th, 2008 at 4 pm

More details of the assignment and the assessment criteria will follow.