



RTU Course "Strategy and Change Management"

22161 Starptautisko programmu nodāļa

General data

Code	IUE508
Course title	Strategy and Change Management
Course status in the programme	Compulsory/Courses of Limited Choice
Course level	Post-graduate Studies
Course type	Professional
Field of study	Business Management and Administration
Responsible instructor	Modris Ozoliņš
Academic staff	Jānis Caune
Volume of the course: parts and credits points	1 part, 4.0 Credit Points, 6.0 ECTS credits
Language of instruction	LV, EN
Possibility of distance learning	Not planned
Abstract	<p>This course is designed to provide students with an opportunity to revise, integrate and apply concepts, tools, and skills they have acquired in their past academic and practical experience to a variety of business situations.</p> <p>The focus is on situation analysis, taking into account various factors and making decisions, many of which are broad and strategic. In order to make a high quality decision especially in strategic context the ability to analyze the situation from various perspectives and use various analytical tools is critical. Mentioned this ability will be encouraged during the course.</p> <p>The point of view taken in this course is that of standpoint of CEO of the company as value creator for owners, they are paid for. The course is useful for the owners of the company to understand how they should guide their managers and what really managers do.</p>
Goals and objectives of the course in terms of competences and skills	<p>The goal of the course is using the methodology studies during the course to create solid analytical foundation about the environment of the company, create and develop competitive development strategy of the company.</p> <p>By completion of the course the student have to have the following skills and competences:</p> <ul style="list-style-type: none"> -Evaluate factors of external and internal environment and evaluate their mutual relationship, -Analyze competitive advantage of the company, -Evaluate alternatives on corporate, business and functional levels -Develop implementation of the strategy
Structure and tasks of independent studies	<p>During the course the methods of in-class group job, presentation, home-based group job are used. By completion of the each chapter the task for group is to evaluate chosen company according to theme covered. Group job results need to present as an in-class presentation. The length of presentation is 10 mins.</p> <p>During the classes additional 3 cases are being analyzed – the material will be handed out in class. By the completion of the course the groups should send-in strategic management project of the group. It has to be submitted electronically(word or pdf format) and not exceed 20 pages(recommended 12-15 pages).</p>
Recommended literature	<p>J. Caune, A. Dzedons – Stratēģiskā vadīšana, 2. izdevums, Lidojošā Zivs, 2009</p> <p>Papildus literatūra:</p> <ul style="list-style-type: none"> - Charles W. L. Hill and Gareth R. Jones, Strategic Management Theory, Boston/New York: Houghton Mifflin Company, 2007. - Gary Hamel and C.K. Prahalad, "The Core Competence of the Corporation." Harvard Business Review (May-June 1990): 75-91. - C.K. Prahalad, Venkat Ramaswamy The future of competition, Co-creating unique value with customers, Harvard Business School Press, Boston.: 2004 - G. Hammel, C.K. Prahalad Competing For The Future, Harvard Business School, 1996 - Jay B. Barney, Gaining and Sustaining Competitive Advantage, Prentice Hall, Upper Sadle River, 2002 - Jay B. Barney, William S. Hesterly Strategic Management and Competitive Advantage, Prentice Hall, Upper Sadle River, 2006 - Michael H. Lubatkin and Peter J. Lane, "Psst ... The Merger Mavens Still Have it Wrong!" Academy of Management Executive (February 1996): 21-37. - Donald C. Hambrick and Albert A. Canella, Jr., "Strategy Implementation as Substance and Selling." Academy of Management Executive (November 1989): 278-285. - Gerry Johnson, Kevan Scholes Exploring Corporate strategy, 7th edition, Pearson Education, Harlow.: 2005, - Michael E. Porter Competitive Strategy, The Free Press, New York.: 1998, - Michael E. Porter, Competitive Advantage, The Free Press, New York.: 1998,
Course prerequisites	Basic knowledge in entrepreneurship and management

Course outline

Theme	Hours
1. Introduction. The meaning of strategic management and formulation of mission, vision, goals	8

2. Analysis of external environment of company	8
3. Analysis of internal environment of company	8
4. Business level strategies	4
5. Functional level strategies	6
6. Business level strategies and industry environment. Industry lifecycles	8
7. Corporate level strategies	6
8. Management of company business portfolio	6
9. Implementation of strategy: structure and control	8
10. Change management	2

Learning outcomes and assessment

Learning outcomes	Assessment methods
Student understands the process of strategic management, the design and elements of it. Is able to evaluate definition of mission, vision, is able evaluate critically existing goals of the company and if needed define new goals	Quizz – 30 min Group job
Students are able to identify, group and analyze factors of external environment, are able to analyze their impact on the company operations. Are able accurately define, what industry the company is in. Is able to use model of Porter's 5 forces and explain practical application of it	Quizz – 30 min Group job
Students are able to create value chain of the company and analyze the elements of it. Are able critically apply resource and capability audit, use model of competitive advantage. Are able to implement factors from external and internal environment in model of competitive advantage.	Quizz – 30 min Group job Presentation
Students understand the foundation of business model, which is being used by company. Are able to create business model based on analysis of the company. Are able to evaluate how appropriate is the existing business level strategy.	Quizz – 30 min Group job
Students are able to choose the most appropriate methods in using functional level strategies. Are able to identify distinctive competences in company.	Group job Presentation
Students are able determine in which phase is the industry. Are able to choose appropriate business level strategy for particular industry conditions. Are able to analyze what customer groups are in industry.	Quizz – 30 min Group job
Students are able to analyze is there any need to change corporate level strategy. Are able to choose in what way to change corporate level strategy	Quizz – 30 min Group job Presentation
Students are able to analyze is the business portfolio is in balance and is there any changes needed – what changes.	Quizz – 30 min Group job
Students are able to create strategic control system to support chosen strategy. They are able to use methods of control system. Are able to analyze the need for change in organizational structure and choose the most appropriate structure.	Quizz – 30 min Group job Presentation
Students are able to foresee impact of culture on planned changes in company strategy. Are able to analyze the setup of types of personalities in management team and determine the need for change.	Strategic management project
Final evaluation In strategic management project students show ability to analyze the situation, create strategy and show implementation path	Final evaluation constitutes of the following elements: - 7 group jobs and 6 presentation 20% - Strategic management project 30% - 7 quizzes 40% - Class participation 10%

Study subject structure

Part	CP	ECTS	Hours per Week			Tests		
			Lectures	Practical	Lab.	Test	Exam	Work
1.	4.0	6.0	2.0	2.0	0.0		*	