

<b>Course title</b>	<b>Business Strategy</b>
<b>Course code</b>	
<b>Type of course</b>	Compulsory
<b>Level of course</b>	Graduate
<b>Year of study</b>	First (1st)
<b>Semester</b>	Second (2nd)
<b>ECTS credits</b>	
<b>Name of lecturer(s)</b>	Dimitra Papadimitriou, Assistant Professor Barbara Myloni, Lecturee
<b>Aim of the Course</b>	This course builds on other courses students have taken (management and organization theory) and concerns with the creation and maintenance of value and sustainable advantage in organizations. The main focus is on competitive analysis and strategy at the business and corporate level. It also concerns issues such as growth strategies, mergers, acquisitions, alliances and also challenges that managers confront in strategy implementation.
<b>Learning outcomes</b>	At the end of this course the student should be able to: <ul style="list-style-type: none"> <li>• identify different modes of strategic thinking and interpret changes in the broad macro- environment with impact upon an organization and its industry.</li> <li>• explain why an organization chooses a broad or narrow market, the reasons to diversify and the associated risks.</li> <li>• analyze how an organization's resources, value chain, and architecture contributes to its sustainable advantage.</li> <li>• assess an organization's competitive stance and identify the type of strategy options for enhancing fit with industry survival and success.</li> <li>• explain the elements of value-based management and the assessment components of a control system.</li> </ul>
<b>Competences</b>	At the end of the course the student will have further developed the following skills/competences: <ol style="list-style-type: none"> <li>1. To differentiate between strategic and non-strategic</li> </ol>

	<p>decisions and identify corporate-level, business-level and functional strategies.</p> <ol style="list-style-type: none"> <li>2. To identify sumptoms of strategies which fail to create distinctiveness and sustainable advantage, and construct a value chain analysis which adds value.</li> <li>3. To identify ways in which an organization choose to differentiate and match the needs of a chosen market.</li> <li>4. To appraise the strategy followed by an organizations and offer strategic options for enhancements.</li> <li>5. To analyse the control systems in an organization and offer performance indicators relevant to strategic performance.</li> </ol>
<b>Prerequisites</b>	No prerequisite courses are required, but it is highly recommended that students are familiar with organizational theory and business management.
<b>Course contents</b>	<ol style="list-style-type: none"> <li>1. An overview of what is strategy why it is important and of the strategic management process.</li> <li>2. Analyzing the macro-environment and its impact on strategy.</li> <li>3. Competitive and industry analysis -the five forces, strategic groups, the industry life-cycle.</li> <li>4. Evaluating resources and capabilities.</li> <li>5. Assessing the sustainability of advantage, the value chain analysis, assets, capabilities and competences.</li> <li>6. The five generic competitive strategies.</li> <li>7. Corporate growth and stability strategies.</li> <li>8. Corporate turnover and retrenchment strategies.</li> <li>9. Supplementing the chosen competitive strategy with other strategies (allancies, acquisitions etc.,)</li> <li>10. Managing the internal organization to facilitate better strategy implementation.</li> </ol>
<b>Recommended reading</b>	<p>Papadakis, V. (2012). <i>Business Strategy: Greek and International Experience, First Volume: Theory</i>, Athens, Benou Publications, (6<sup>th</sup> edition).</p> <p>Papadakis, V. (2011). <i>Business Strategy: Greek and International Experience, Second Volume: Case Studies</i>, Athens, Benou Publications, (6<sup>th</sup> edition).</p> <p>Heberberg, A., &amp; Rieple, A. (20108). <i>Strategic Management: Theory and Application</i>. Oxford University Pressa.</p>

### **Additional Readings (Indicative)**

Liedtka J (2000) Strategic Planning as a contributor to Strategic Change: A Generative Model, *European Management Journal*, Vol. 18, No.2 pp.195 – 206

Bood R & Postma T (1997) Strategic Learning with scenarios, *European Management Journal*, vol. 15, no. 6, pp.633 - 646.

Prahalad CK and Ramaswamy V (2000) Co-opting Customer Competence, *Harvard Business Review*, Jan – Feb, pps.79 – 87.

Prahalad C K and Hamel G (1990) The Core Competence and the Corporation, *Harvard Business Review*, May – June, pp. 79 – 91.

Gertner, Robert, Marc Knez, (1999): “Vertical Integration: Make or Buy Decisions.” *Financial Times Mastering Strategy Series*.

Eccles, Robert G., Kersten L. Lanes, and Thomas C. Wilson (1999): “Are you paying too much for that acquisition?” *Harvard Business Review*.

Mair, Johanna, and Caterina Moschieri (2011): “Successful divestitures need proper cultivation.” *IESI Insight Magazine*, June 15.

### **Scientific Journals**

JournalofBusinessStrategy

Strategic Management Journal

Journal of Strategic Studies

Global Strategy Journal

Advances in Strategic Management

Long Range Planning

Strategic Organization

Business Strategy Review

Strategic Change

Strategy and Leadership

<b>Teaching and learning methods</b>	Lectures, case studies, group discussions, individual and group assignments, presentations, invited speakers.
<b>Assessment and grading methods</b>	The grade is calculated as the weighted average of individual assignments, one group assignment, one presentation and the final exam. Minimum passing grade: 5
<b>Language of instruction</b>	Greek.