UNIVERSITY OF PIRAEUS

FACULTY/SCHOOL	School of Economics, Business and International Studies		
DEPARTMENT	Department of Economics		
LEVEL OF STUDY	Undergraduate		
COURSE UNIT CODE	ΟΚΟΔΕ08	SEMESTER	8
COURSE TITLE	BUSINESS STRATEGY		
WEEKLY TEACHNG HOURS	4	CREDITS (ECTS)	6
COURSE TYPE	Compulsory		
PREREQUISITE COURSES			
INSTRUCTION LANGUAGE	Greek	ASSESSMENT LANGUAGE	Greek
OPEN TO ERASMUS	No		

LEARNING OUTCOMES	This course is an introductory course to strategic management. It starts with the definition of strategy and continues with the analysis of the external environment (PEST, Five Forces, Strategic Groups, Scenario planning), internal environment (resource-based view, value chain) and vision/mission. The rest of the course deals with issues of strategy formulation (e.g. growth strategies, retrenchment strategies, competitive strategies) as well as strategy implementation (i.e. mergers, acquisitions, alliances, the role of leadership, structure, systems, people) as well as the most common strategy mistakes taking place in crafting and implementing strategy.
	The purpose of this course is to initiate students in the methods and tools that help a company design, evaluate, implement and control its business strategy. An additional aim is to analyze case studies of Greek and International companies in order to link theory to practice.
	Long-term successful businesses tend to discover and maintain strategic competitive advantages. This course includes business plans, theory applications, business process reengineering strategies, differentiation and cost strategies etc. During the course students will be required to form teams in order to undertake a business plan of a specific corporation. Moreover, top executives of Greek and multinational enterprises will be invited.

GENERAL COMPETENCES	The course aspires to:
	• Help participants understand:
	   ➢ the external environment in which our companies operate,
	   ➢ the role and significance of Compulsory competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
	   ➢ the role and significance of corporate mission/vision statements in success.
	• Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
	• Develop understanding on how to build and sustain competitive advantage
	• Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
	• To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

COURSE CONTENT	The course comprises of the following modules: • How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis) • How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture) • How to direct the company into the future (mission/vision/strategic intent) • How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business). • How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock) • What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's). • How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.

	• The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.
USE OF ICT IN TEACHING	Use of ICT in lectures Communication with the students : face to face and through e-mail
COURSE DESIGN	<table><tr><td>Activity/Method</td><td>Semester workload</td></tr><tr><td>Lectures</td><td>60</td></tr><tr><td>Essay writing</td><td>48</td></tr><tr><td>Study</td><td>40</td></tr><tr><td>Exam</td><td>2</td></tr><tr><td>Total</td><td>150</td></tr></table>
COURSE ASSESSMENT	**Teaching methods** Lectures and students' presentations **Assessment methods** Final written exams and assignment (optional)
SUGGESTED BIBLIOGRAPHY	*-Suggested bibliography:* 1. **Johnson** G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 11th edition, 2018. 2. **Hill,** C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015. 3. **Thompson**, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016. 4. Itami, Hiroyuki. *Mobilizing Invisible Assets*, Harvard Business School, Boston, 1987. 5. Ohmae, Kenichi. *The Mind of the Strategist: The Art of Japanese Business*, McGraw-Hill, New York, 1982. 6. Porter, Michael. *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, Boston, 1985. 7. Pollalis, Yannis A., "Patterns of Co-Alignment in Information-Intensive Organizations: Business Performance through Integration Strategies", *International Journal of Information Management*, Vol.23, No.6, pp. 469-492, December 2003. **(Included in *ScienceDirect's TOP25 Articles* in Decision Sciences Literature)** 8. Pollalis, Yannis A. (2014) "Sustainable Competitive Advantage in Turbulent Business Environments: Using Critical Organizational Capabilities & Resources to Manage Complexity", Chapter in **Strategic Marketing in Fragile Economic Conditions** (edited), IGI Global. 9. Pollalis, Y. A. & Dimitriou, N.K., "Knowledge Management in Virtual Enterprises: A Systemic Multi-methodology towards the Strategic Use of Information", **International Journal of Information Management,** Vol. 28, No. 4, pages 305-321, August 2008. (Sited among **ScienceDirect's TOP25 Articles** in Management & Accounting Literature). 10. King, William R. and Pollalis, Yannis A., "Information Technology-based Coordination and Organizational Performance: A Gestalt Approach", **Journal of Computer Information Systems**, Vol.41, No.2, pp.64-75, Winter 2001. Pollalis, Yannis. *A Systemic Approach for Reengineering: Integrating IS Planning, BPR and TQM , Information Systems Management*, Vol.13, No.2, January 1996.