



Effective strategic management in business and the public sector

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SHORT COURSE DESCRIPTION

Strategy is about setting a long-term direction for the organization and guiding managers in their decision-making. In a world that is increasingly complex and unpredictable, systematic strategy analysis and development are crucial for managers and public servants to have enough information for taking the best decisions at any given time. From industry analysis to management innovation, this course will give you a clear understanding of effective strategic management in business and the public sector. You will learn how to apply the essential concepts and tools of strategy that will be useful in your career whichever sector you choose. Throughout the module, we will use real-life cases and videos from around the world, for example, organizational strategies of IKEA and European Training Foundation; strategic alliances of Greenpeace and Médecins Sans Frontières; or management innovation at Zappos in the United States and the Haier Group in China, among many others. These diverse examples will enable you to apply strategy concepts to a broad range of organizations in business and the public sector. Moreover, you will learn the importance of social and political aspects of strategic management that influence organizational success.

READING MATERIALS

The following strategy articles will accompany this course and will be available online:

Porter, M. E. (1996). What is strategy? *Harvard Business Review*, vol. 74, no. 6, pp. 61-78.

Bennett, N. and Lemoine, G. J. (2014). What a difference a word makes: Understanding threats to performance in a VUCA World. *Business Horizons*, vol. 57, pp. 311–317

Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, vol. 86, no. 1, pp. 78-93.

Bower, J. L. and Gilbert, C. G. (2007). How managers' everyday decisions create or destroy your company's strategy. *Harvard Business Review*, vol. 85, no.2, pp.72-79.

Groysberg, B. et al. (2018). The leader's guide to corporate culture. *Harvard Business Review*, vol. 96, no. 1, pp. 44-52.

Frynas, J. G., Mol, M. and Mellahi, K. (2018). Management innovation made in China: Haier's Rendanheyi. *California Management Review*, vol. 61, no. 1, pp. 71-93.

COURSE REQUIREMENTS AND GRADING

Students are expected to read the recommended reading materials as assigned. Please come to class prepared to discuss this material in order to maximize your learning.

Grading scheme:

Attendance	15 points
Group Project Presentation	15 points
Group Project Report	20 points
Final Exam	50 points

Assessment criteria:

Attendance: students will get one point for attending each session. Students are required to attend at least 80% of all lectures and workshops according to SKKU regulations.

Group Project Presentations and Reports: The Group Project require students to submit an essay on the topic of environmental strategic analysis, comparing organizations in the public and the private sector. The group project will have the following deliverables: (i) A presentation to the class, and (ii) A written report. Each group is required to give a presentation on the assigned topic. The group project presentation and report will be assessed according to students' understanding to the topic, quality of presentation and appropriate use of references.

Final exam: The last session will be a final exam with a mix of multiple choice and true-false questions.

COURSE SCHEDULE

– WEEK I –

Thursday (27 June)

Session topic: Introduction to strategic management

This session will introduce you to the topic of strategic management. We discuss the meaning of strategy in different organizations and the different purpose of organizations in both the private and public sector, and link these to the economic and non-economic performance of organizations. You will also learn how corporate governance affects organizational strategies.

Friday (28 June)

Session topic: Strategy of multinational organizations

In this session you will learn how the strategies of multinational organizations differ from domestic strategies, differences between global and multi-domestic strategies, and specific challenges that international organizations face in their day-to-day operations.

– WEEK II –

Monday (1 July)

Session topic: Non-market issues in strategic management

This session will address the non-market influence on strategy. You will learn how companies practice Corporate Social Responsibility (CSR) and Corporate Political Activity (CPA), the importance of political and social acceptance for public sector organizations.

Tuesday (2 July)

Session topic: Analysis of the macro-environment

The business environment consists of all factors inside the organization (internal environment) and

outside (external environment) the organization, which influence the organization's success. In this week you will learn about the wider macro-environment. You will consider tools for environmental analysis such as PEST and CAGE frameworks and how organizations can address environmental uncertainty in a fast-changing world.

Wednesday (3 July)

Session topic: Analysis of the sector environment

In this session you will learn how to analyze the sector environment, which consists of competitors, suppliers and customers, among others. You will learn how to apply frameworks such as Five Forces model and strategic group analysis.

Thursday (4 July)

Session topic: Analysis of the internal environment

In this session you will learn how to conduct an analysis of the internal environment. You will consider how value is created in a company and you will learn different ways of measuring a company's financial and non-financial performance. Concepts such as value added, value chain, resources and capabilities will be explored.

– WEEK III –

Monday (8 July)

Group Presentations

Preparatory reading: student choice

Assignment: group reports are due for submission on Thursday

Tuesday (9 July)

Session: Headquarter level strategy

The materials in the following four sessions will discuss how different organizations develop strategic options and choose between them. In this session, strategies at the headquarter level will be explained in both the private and the public sectors.

Wednesday (10 July)

Session: Unit level strategy

Many large organizations (e.g. a multinational company, the armed services or a national oil company) are made up of different units or subsidiaries. These organizational units have often different strategic issues and develop different strategies to those of headquarters. In this session, we will explore unit level strategy in the private sector, including the concept of generic strategies.

Thursday (11 July)

Session: Decision-making in the public sector

This session will deal with the peculiarities of decision-making in public services.

– WEEK IV –

Monday (15 July)

Session topic: Internationalization decisions

This session will explore why and how organizations expand across borders. You will learn about international entry modes (e.g. exporting, licensing, direct investment) and the internationalization process, including concepts such as the Uppsala Model and Born Global firms. You will also explore differences in the internationalization of public sector organizations from different countries.

Tuesday (16 July)

Session topic: Organizational culture and structure

In the last three sessions of the course, you will explore the implementation of strategic choices. In this session, you will learn about the role of organizational culture and organizational structure, and how cultural and structural barriers make it difficult to implement strategies. Entrepreneurial, functional, divisional, network and matrix structures will be explained. You will also learn about strategic control systems.

Wednesday (17 July)

Session topic: Change management and innovation

In this session you will learn about the importance of strategic change. You will learn about the importance of innovation for strategy in its broadest sense, including technological innovation, process innovation and management innovation, and its links to organizational strategies – focusing on the pioneering examples of Zappos and the Haier Group.

Thursday (18 July)

Session topic: Strategic alliances and networks

This session will address strategic alliances and networks, which can help organizations to get resources from outside the organization. You will learn about the many types of strategic alliances, from a single-issue project to complex international joint ventures, and how organizations can maximize strategic benefits from such alliances.

Friday (19 July)

Final Exam