DIGITAL TRANSFORMATION AND GLOBAL STRATEGY

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| Course code | *GRAXXX* |
| Level of studies | *Graduate* |
| Number of credits | *6; 16 hours of theory and 16 hours of practice, 128 hours of self-study,* |
| Course coordinator (title and name) | *Dr. Carlos Raúl Sánchez* |
| Prerequisites | *Undergraduate diploma* |
| Language of instruction | *English* |

**THE AIM OF THE COURSE:**

Global business strategy and corporate governance is a critical component of business success. Identifying, setting and following long-term direction for any business is essential to marshal limited resources in the most effective manner. Important aspects are not only the company’s competitive position in a market but also many internal and external issues, that company’s management must successfully navigate.

The course serves as an opportunity to develop skills for global environmental and market analysis, understanding of the major business strategy issues, formulating business strategies and tactics. During this course, participants not only learn about theoretical concepts but experience first-hand issues of managing a business in a competitive landscape.

Students are going to discover knowledge and apply skills enabling them to help organizations to meet and manage significant threats and challenges. Students will learn how to analyze the global environment and company’s resources, generate strategic alternatives and select the most appropriate strategy for particular circumstances. Students will learn and apply provide students the fundamental knowledge of strategic management concepts and techniques; to enable students to identify the key problem in complex, comprehensive situation. The major responsibility of students in this course to make objective strategic decisions and present well-supported recommendations for future action while justifying them through oral and written communication.

**LEARNING OUTCOMES**

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| Course learning outcomes (CLO) | Study methods | Assessment methods |
| CLO1. Demonstrate the ability to apply decision making and problem-solving skills in the global strategic management process. | Lectures and study of course textbook and articles | Team project |
| CLO2. Ability to analyze micro (market) and macro environments, implement an industry analysis and be able to apply strategic evaluation tools to understand business environment. | Class discussions, group activities, self-study | Team project |
| CLO3. To be able to develop a digital strategy for the company, assess digital risks and defend the proposed recommendations. | Lectures, seminars, presentations, group work | Personal portfolio, participation |
| CLO4. Ability to work in and lead a team virtually and in-person, to present work results in written or oral form, to be able to argue decisions. | Lectures, seminars, presentations, group work | Team project |
| CLO5. Develop personal and professional abilities, critical thinking, and creativity. | Case studies, discussions, group and individual work | Participation, personal portfolio |

**ACADEMIC HONESTY AND INTEGRITY**

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

**COURSE OUTLINE**

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| **Topic** | **In-class hours (Theory and Practice)** | **Readings** |
| **Introduction to course.** What´s strategy? Core concepts. The analysis, formulation and implementation strategic framework. | 3 | Whittington et al. (2017). Chapter 1 & 2 |
| **Strategic framework - ANALYSIS.** The external environment, internal analysis and global risk in a digital transformation. micro- and macroenvironment analysis. Internal analysis. Value chain analysis. Identifying bases for competitive advantage. | 6 | Whittington et al. (2017). Chapter 3 & 4  Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889-901. |
| **Global and digital strategic management in action I:** Pestel, industry competition analysis and value chain, Resource Based View approach (RBV), commercial risk, country risk, currency risk and cross-cultural risk | 6 | Team project work |
| **Strategic framework - FORMULATION.** Business strategy, Corporate strategy, Entrepreneurial strategy and Cooperative strategy in a global and digital context. | 6 | Business cases  Whittington et al. (2017). Chapter 9  Gans, J. S., Stern, S., & Wu, J. (2019). Foundations of entrepreneurial strategy. Strategic Management Journal, 40(5), 736-756. |
| **Global and digital strategic management in action II:** digitalsource of cost and differentiation advantage, the Ansoff Matrix, corporate level strategies, the digital value proposition and cooperative level strategies in a global and digital context. | 6 | Team Project work |
| **Strategic framework - IMPLEMENTATION.** Organization design, corporate governance and business ethics. | 3 | Hill et al. (2020) - selected sections  Bhagat, S., & Bolton, B. (2019). Corporate governance and firm performance: The sequel. Journal of Corporate Finance, 58, 142-168. |
| **Global and digital strategic management in action III:** CSR and digital transformation. Corporate entrepreneurship. Corporate Governance and controls. | 6 | Hill et al. (2020) - selected sections  Kuratko, D. F. (2017). Corporate Entrepreneurship & Innovation: Today's Leadership Challenge. The Wiley Handbook of Entrepreneurship, 293-311. |
|  | **Total: 36 hours** |  |

**FINAL GRADE COMPOSITION**

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| **Type of assignment** | **Self-study hours** | **% of the total grade** |
| Team project | 64 | 50%  50% |
| Individual assessments | 40 | 30% |
| Participation | 20 | 20% |
| **Total:** | **124** | **100** |

**DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT**

**Assessment 1. Team project**

Students will be responsible for working on an engaging strategic case You have been assigned to teams of 3-4 people. Teams will be responsible for working on an engaging strategic case. Two options are available:

* Identifying an industry and firm in the Global 500 companies (Fortune 500) <https://fortune.com/global500/> or,
* Identifying an industry and firm that you may have easy access to information (companies that you work for, your own company, or family/friend’s company, etc.)

The industry and firm need to be identified and reported to me by the next session of class.

Group composition will remain stable during the entire module.

 Every member in the group will receive the same grade **EXCEPT**

1. If group members unanimously agree on a lower grade for a student.
2. If the group unanimously agrees to “fire” a student for lack of participation. The student will lose ALL the points regarding team project



**Assessment 2. Personal portfolio**

You will create a personal portfolio to understand the strategic management environment.

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**Assessment 3. Participation**

Using a flipped classroom approach to blended learning students will be asked to complete a range of tasks prior to the workshop. Evidence of preparation for workshops will be assessed. This assessment is designed to ensure students actively engage with the content prior to workshops to support content application through a range of interactive activities including guided instruction (e.g., small group and whole class discussion), role plays, simulations, case studies, scenario-based tasks, problem-based tasks, project-based tasks, presentations and enquiry-based tasks.

**Peer Evaluations**

A peer evaluation will be completed for each person on the team. Significant deviation in performance above or below the norm will be used to adjust individual student grades for the activity being evaluated (adjustment table is provided below).

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| --- | --- |
| **Average Score on Peer Evaluation** | **Grade point adjustments** |
| 3.75 and more | 0.0 |
| 3.25 to 3.74 | -1.0 |
| 3.24 to 2.75 | -2.0 |
| 2.74 to 2.25 | -3.0 |
| < 2.25 | -4.0 |

**You Can Be Fired**

It is permissible to fire a team member who is not making a substantive contribution to the success of the team. Missed meetings, poor preparation, failure to complete assignments, etc. are all indicative of underperformance. Before a person can be fired, the team must give the student an opportunity to correct his or her deficiencies. The team must provide the student with a written statement of the problems associated with his or her work. A peer evaluation may be used in conjunction with this statement. When an individual receives a poor performance report, the student must respond in writing as to how he or she will correct the problems cited. A reasonable time should be given to correct problems cited. If the problems continue, the team may fire the underperforming team member with a letter of dismissal. A copy of all correspondence must be submitted to the instructor for approval.

**RETAKE POLICY**

**Re-take of the exam.** Assignments cannot be retaken.

**ADDITIONAL REMARKS**

1. A student must score on all the assigned tasks by the lecturers (see Assessment Methods). No postponement and/or retake of the assigned tasks shall be allowed.

**REQUIRED READINGS**

* Hill, C. W. L., Schilling, M. A., & Jones, G. R. (2020). Strategic management: An integrated approach. Boston, USA: Cengage Learning. ISBN: 978130550227-7 13th Edition.
* Whittington, R., Regnér, P., Scholes, K., Angwin, D., Johnson, G. (2017). Exploring strategy. Text and cases. 11th edition. London: Pearson Education Ltd.
* Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889-901.
* Gans, J. S., Stern, S., & Wu, J. (2019). Foundations of entrepreneurial strategy. Strategic Management Journal, 40(5), 736-756.
* Bhagat, S., & Bolton, B. (2019). Corporate governance and firm performance: The sequel. Journal of Corporate Finance, 58, 142-168.
* Kuratko, D. F. (2017). Corporate Entrepreneurship & Innovation: Today's Leadership Challenge. The Wiley Handbook of Entrepreneurship, 293-311.

**ADDITIONAL READINGS**

Will be posted on course e-learning platform.