



DIGITAL TRANSFORMATION AND GLOBAL STRATEGY

Level of studies	<i>Graduate</i>
Number of credits	<i>6; 16 hours of theory and 16 hours of practice, 128 hours of self-study,</i>
Prerequisites	<i>Undergraduate diploma</i>
Language of instruction	<i>English</i>

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

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

Topic	In-class hours (Theory and Practice)	Readings
Introduction to course. What's strategy? Core concepts. The analysis, formulation and implementation strategic framework.	3	Johnson et al. (2011). 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	Johnson et al. (2011). Chapter 3 & 4
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	Book chapters, reading and business cases Johnson et al. (2011). Chapter 9
Global and digital strategic management in action II: digital source 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
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
	Total: 36 hours	

FINAL GRADE COMPOSITION

Type of assignment	Self-study hours	% of the total grade
Team project	64	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 item	Description	Value
Team project (50 %)	Analyzing the external environment of the firm	Describe a Pestel and an industry competition analysis for team project's company.	10%
	Analyzing the business-level strategy of your company.	Analyse the business-level strategy of team project's company	10%
	Analyzing the business-level strategy of your company II: the Ansoff matrix	Define the best business strategy for your team project's company	10%
	Corporate governance and controls	Identify the corporate governance, structure and controls to achieve a competitive advantage	5%
	New corporate governance and controls	Develop a new more efficient corporate governance, structure and controls to achieve a competitive advantage	5%
	Corporate entrepreneurship Leader Program	Develop a corporate entrepreneurship leader program for your team project's company	10%

Assessment 2. Personal portfolio

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

Personal Portfolio (30%)	Define a strategy	Make an infographics explaining your personal strategy	10%
	Determine the competitive advantage/s	Determine your personal competitive advantage/s to accomplish your strategy	10%
	Ethical dilemma	Thinking about an ethical dilemma	5%
	Who am I as an entrepreneur?	Make a collage answering the question How am I as an entrepreneur	5%

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).

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.
- Johnson, G., Scholes, K. & Whittington, R. (2011). Exploring corporate strategy. 9th edition. London: Pearson Education Ltd.

ADDITIONAL READINGS

Will be posted on course e-learning platform.