



Strategic Management Around the World

Bachelor course (ECTS: 6)

13.00 – 15.30 (CET Ljubljana)

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Course objectives and learning outcomes:

1. Articulate the Strategic Management Model and 21st century examples »around the world« of strategic management effectiveness:
 - a. Scan, formulate, implement, evaluate
2. Assess the strategic management of a Fortune 100 Company by answering:
“Why is xyz Company more profitable, consistently than others?”
 - a. Boeing (US) or Airbus (French),
 - b. Waze (Israeli)
 - c. Accenture (US)
 - d. IKEA (Swedish)
3. Understand an unconventional model that closes the gap between strategy and implementation
4. Present a strategic management plan for your chosen company
5. Practice speech/presentation methods to increase articulation and professional presence

Prerequisites for attending the course:

Introduction to Management

Course syllabus/Daily topics:

PROGRAMME DAY	ACTIVITY/TOPIC/SESSION
Monday, 5 July	LSS Welcome session (no lectures)
Tuesday, 6 July	Scan the Environment, Forecasting, Introduction to Case Studies
Wednesday, 7 July	POWER Formula and Formulating Strategy with Porter’s Competitive Strategies Group Exercise
Thursday, 8 July	Prepare Strategies for Chosen Case Studies #1 Boeing (American) or #2 Airbus (French)
Friday, 9 July	Present Strategies using POWER Formula
Monday, 12 July	Implementation: International consideration, personal characteristics, looking back and looking forward
Tuesday, 13 July	Evaluation: Synergy Game



Wednesday, 14 July	Creating a Strategy that Sustains: Compare/contrast five unconventional practices in IKEA (Swedish) Case Study #3 or Waze (Israeli) Case Study #5
Thursday, 15 July	Theory of Profitability and How to apply conventional and unconventional business plans to your company
Monday, 19 July	Change Management Around the Globe using Kotter 8 steps and Accenture Case Study #6
Tuesday, 20 July	Ethics Around the Globe related to strategies studied: Situational, Subjective, Absolutionist plus Culture-Strategy fits
Wednesday, 21 July	No lectures (preparation for final examination)
Thursday, 22 July	Final examination / Project presentations
Friday, 23 July	Meeting hours with students & LSS Farewell session

Online teaching methods and tools/software used:

MS Teams, Mural, Miro, Zoom

Course materials/List of readings:

- “Creating a Strategy that Works”, reprint in Strategy+Business by PwC, Spring 2016, pages 43-51
- The Articulate Executive by Charles Toogood
- Case Studies: Boeing, Airbus, Waze, Ikea, Accenture

Online examination methods and evaluation criteria (weighted categories):

Participation in Class – 30% - as measured by answering and dialoguing and debating

Presentations in Class – 30%

Final Presentation – 40%

Grading scale:

DEFINITION	%	LOCAL SCALE	ECTS SCALE	Grade (USA)
exceptional knowledge without or with negligible faults	92-100	10	A	A+, A, A-
very good knowledge with some minor faults	85-91	9	B	B+, B
good knowledge with certain faults	77-84	8	C	B
solid knowledge but with several faults	68-76	7	D	C+, C, C-
knowledge only meets minimal criteria	60-67	6	E	D+, D
knowledge does not meet minimal criteria	<60	5	F	

Short course leader(s) biography:

American, corporate consulting executive, entrepreneur and investor. Retired as a partner with Accenture, a global technology-strategy company, specializing in change management and human performance. Have lived or worked in 70+ countries to gain 30+ years' experience leading multinational change programs and coaching leaders across the US, Middle East and Africa. Currently living full-time in Morocco as a Professor of Corporate Strategy and Entrepreneurship and running two companies. Privately, leads multiple for-profit and not-for-profit efforts to build small business capabilities across Africa.