SUBJECT

Code: LBG_GI832K4  Name: Strategic planning
Major: American studies MA

Classes: 12  Credits: 4  Assessment: exam

Prerequisite: --

Course objectives:

Subjects covered
The main objective of the course is to teach the strategic planning thinking and processes of businesses and the related methods and tools. The main topics include: the development of strategic thinking, analysis of the external environment (PESTEL, diamond model, industry life cycle, five forces, strategic groups), the analysis and management of resources and capabilities (including core competences and value chain analysis), SWOT analysis, portfolio strategies (such as the BCG and GE-McKinsey matrices), growth strategies, the basic competitive strategies, resource-based planning, strategic planning of the family business, Balanced Scorecard.

Competence development

Knowledge: Students will learn the basics of strategic thinking.

Competences: Understanding and putting into perspective today’s business strategies. Strengthening strategic thinking in an integrated way.

Attitudes: Students experience that strategy and strategic thinking shape business and society, the awareness to which is developed with the help of international and English-language literature and examples from practice. The classes are interactive, it is important that students express their opinion and interpret business-strategic behaviour with the help of the knowledge acquired.

Classes: on the dates indicated below

Lecturer: Balázs BORSI, Ph.D. associate professor (borsi@ektf.hu)

Course schedule:

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<th>Date</th>
<th>Topics and reading</th>
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| 24 February 2015 14:15-16:30 (room B-207) | **TOPIC 1: Evolution of strategic thinking**  
Basic strategic concepts (vision, mission, strategy/tactics etc.). Strategy by Sun Tzu and the Greeks. The first period: informal planning at the turn of the Century. Formal financial planning. Long-term planning after WWII. Strategic planning and strategic management in the 80’s. **TOPIC 2: Analysis of the external environment**  
Studying the macro-environment (PESTEL, diamond model), the industry (5 forces, life cycle). Strategy groups **TOPIC 3: Resource-based view of strategic planning**  
### TOPIC 4: Strategic positioning and SWOT

### TOPIC 5: General business strategies and growth strategies
The basic competitive strategies. Market development, market product development, diversification and market penetration strategies. Diversification of corporate structure along the growth path.

### TOPIC 6: Strategic planning of the family business

### TOPIC 7: Balanced Scorecard and Strategy Maps
The strategy management concept. The 4 viewpoints of BSC (learning and development, internal processes, customer, financial). Compiling the strategy map and its relationship with the BSC.

### TOPIC 8: Business Model
The Business Model Canvas. Key partners, key activities. Value proposition and USP. Customer relationships and segments. Key resources. Distribution channel. Revenue stream and cost structure.

### TOPIC 9: International expansion of businesses
Direct expansion (exports, trade houses). Contractual arrangements (e.g. franchise, licensing, turn-key solutions). Joint ventures. Foreign Direct Investment.

### Reading:

<table>
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<th>Required reading:</th>
<th>Supplementary reading:</th>
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### Assessment of the coursework:

Grades are based on oral exam:
- Drawing a topic: the student gives account of his/her knowledge of the lectures, readings and discussions during the course.
- Assessment: grades from failed (1) to excellent (5)

Eger, 10 January 2015