

COURSE SYLLABUS

2459 - Advanced Strategy, 0, 7 ECTS

Spring Semester

2024/25

COURSE INSTRUCTOR

Aman Asija

SHORT BIOGRAPHY

Aman Asija is an Assistant Professor in Strategy at Nova SBE. His research interests lie in the area of empirical strategic management, with the main focus on deterrents to knowledge exploitation and corresponding strategies to deal with them. Prior to joining Nova SBE, Aman was at ESADE. He also worked in the data science industry. He received a B.E. in Mechanical Engineering and an M.Sc. in Chemistry.

INSTITUTIONAL EMAIL

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OFFICE HOURS

I am available to meet every Friday from 17:00 - 20:00. My office is D107.

Scientific Area/Área Científica:	Gestão		
Frequency/Periodicidade:	Semestral		
Number of Contact Hours/ Número Horas Contacto:			
(T) Teóricas/Theoretical:	0000:00	(TP) Teórico-Práticas/Theoretical-Practical:	0036:00
(P) Práticas/Practical:	0000:00	(OT) Orientação Tutorial/Tutorial Orientation:	0010:00
(PL) Práticas Laboratoriais/Practical Labs:	0000:00	(S) Seminário/Seminar:	0000:00
Horas Dedicadas/Dedicated Hours:	0150:00		
Total Horas/Total Hours:	0196:00		

PREREQUISITE(S) / PRÉ-REQUISITO(S)

NA

COURSE UNIT AIMS

This course aims to provide students with experience in business strategy formulation and decision-making within a simulated environment. By engaging with the simulation platform, students will apply theoretical concepts to address strategic challenges in a global business context. Students are expected to have a foundational understanding of strategic management theories, which will enable them to explore advanced frameworks and effectively formulate and implement strategies within the simulation. The course's hands-on learning approach encourages critical thinking, teamwork, and the application of theoretical concepts to real-world scenarios. By the end of the course, students will be equipped to make strategic decisions and evaluate their impact in a competitive business environment.

COURSE UNIT CONTENT

The course will explore key areas of business strategy, including competitive strategy, corporate strategy, international strategy, and technology strategy. Throughout the course, students will be involved in decision-making on the simulation platform, applying concepts to business

challenges. Additionally, students will have opportunities to discuss their insights and reflect on their experiences, fostering collaborative learning and deepening their understanding of strategic management.

LESSON PLAN

Lesson	Synopsis	Additional details	Materials/ Readings
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LEARNING OBJECTIVES

A. Knowledge and Understanding

- Demonstrate a critical understanding of various aspects of business strategy;
- Identify and address various of the challenges related to global competition;
- Demonstrate an understanding of companies' technological transformation processes;
- Display an ability to evaluate a company's internationalization strategy;
- Demonstrate an understanding of challenges posed by new entrants.

B. Subject-Specific Skills

- Demonstrate the ability to apply and discuss important concepts related to corporate, competitive, international, and innovation strategy;
- Demonstrate the ability to assist MNEs develop and implement an international growth strategy in dynamic global environments;
- Demonstrate the ability to critically evaluate a vast array of institutional, industry level, and firm level data.

C. General Skills

- Problem-solving
- Decision-making
- Critical thinking
- Teamwork
- Communication
- Research

LEARNING OUTCOMES

	Learning outcome	Proficiency level
I	Utilizes a strategic understanding of the business environment to make informed decisions and develop competitive advantages.	expert
II	Employs analytical skills to address and solve real-world business problems effectively	expert
III	Applies comprehensive knowledge of finance, strategy, organizational behaviour, and marketing to solve complex managerial challenges	expert
IV	Demonstrates effective interpersonal and communication skills to enhance teamwork and collaboration across various settings.	proficient

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V	Utilizes analytical, critical thinking, and problem-solving skills to navigate challenges and enable lifelong learning within teams and organizations.	proficient
VI	Leverages a deep understanding of sustainability in business and economics to drive ethical transformations and positive outcomes across organizational and project contexts.	N/A

If this is a mandatory course for a degree program's, the table above will already include the learning outcomes and their respective proficiency levels, as validated by the program's academic director. It outlines how the course contributes to the program's 6 learning outcomes.

If you believe the course impacts these outcomes differently, you may directly edit the table to adjust the proficiency levels using the following categories: N/A (does not contribute), developing (basic understanding), proficient (solid understanding), or expert (advanced proficiency). If the table is empty, you may define and enter the learning outcomes and proficiency levels you find appropriate.

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS/LEARNING OBJECTIVES

Students will formulate a specific strategy for firms active on a global scale which need to transition to newer technologies to remain competitive. Students will also have to implement and further adjust their strategy and operations over the course of the semester. Sessions in class will address some of the decisions students have to take regarding e.g., competitive, corporate, international, technology strategy.

TEACHING AND LEARNING METHODS

The course will be delivered through a series of sessions combining theory and practice as well as an asynchronous global strategy simulation. The sessions will cover critical and creative analysis of issues around strategy formulation and implementation. In the simulation, students will work in teams and manage a multinational company (i.e., take strategic decisions regarding market entry, innovation, HR, etc.). The course requires integration of knowledge from this and other courses and bridges the gap between theory and the real world of business. It organizes learning around projects that involve students in problem-solving, decision making, and investigative activities.

To support peer learning, the sessions also incorporate group activities, encouraging students to explore additional resources, reflect on their performance, and deepen their understanding of strategic management concepts.

DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNING OBJECTIVES

- Development and application of a global strategy plan in a team-based simulation (including a presentation and a final report)
- Analysis and resolution of cases related to the implementation of e.g., competitive, corporate, international strategies
- An individual exam in which students have to analyze a case around one or several strategic decisions.

ASSESSMENT

The final grade in the course will be based on both individual (60%) and group work (40%). The evaluation is based on the following:

GROUP WORK

The **group work** will revolve around a simulation in which students compete against other teams of students over various rounds. Each round consists of a fiscal year in which students need to make decisions regarding internationalization, strategy, innovation, marketing, CSR, and other strategic and operational aspects.

These are the specific outputs that will be considered for this component:

- **CW1: Final Group Presentations (15%)**
- **CW2: Final Group Report (15%)**
- **CW3: Final Group Performance in Simulation (10%)**

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The grades of the group work will take into consideration a peer assessment. Specific guidelines are available on Moodle.

INDIVIDUAL COMPONENT

The **individual component** includes **class participation** , accounting for **10%** of the final grade, and an **individual exam** , accounting for **50%** of the final grade.

BIBLIOGRAPHY

Optional Readings:

- Ketchen, D., & Short, J. (2011). Mastering Strategic Management. Link: https://saylordotorg.github.io/text_mastering-strategic-management/
- Lasserre, P. (2017). *Global Strategic Management* . Macmillan International Higher Education.
- Peng, M. and Meyer, K. (2011) *International Business*. London: Cengage Learning.

ADDITIONAL INFORMATION