

General Management (F000739)

Course size *(nominal values; actual values may depend on programme)*

Credits 6.0

Study time 180 h

Course offerings and teaching methods in academic year 2024-2025

A (semester 2)

Dutch

Gent

group work

lecture

independent work

Lecturers in academic year 2024-2025

Desmidt, Sebastian

EB23

lecturer-in-charge

Meyfrootd, Kenn

EB23

co-lecturer

Offered in the following programmes in 2024-2025

Master of Science in Complementary Studies in Business Economics(main subject Business Economics)

crdts 6

offering A

Master of Science in Complementary Studies in Business Economics(main subject Taxation)

4

A

Teaching languages

Dutch

Keywords

Strategic management, general management

Position of the course

The course 'Strategic management' consists of two integrated components.

The first, theoretical component, provides students with a theoretical framework which enables them to reflect on the strategic choices with which organizations are confronted. Therefore students need to acquire a broad and deep insight into:

- 1 the different perspectives within strategic management;
- 2 the various analytical tools that provide insight into the external environment of organizations;
- 3 the strategic importance of capabilities and the sustaining resource-based view;
- 4 the importance of mission statements and goals for an organization and her stakeholders;
- 5 the various models and frameworks which support decision making on corporate and business unit level;
- 6 the various organizational factors which influence strategy implementation;
- 7 the different processes of strategy development and their (inter)relation.

In the second, applied, component students practice taking strategic and managerial decisions by means of the strategic business game. By doing so he/she acquires insights in the macroeconomic and business complexities.

Contents

The theoretical component of the course focuses on the following topics:

- 1 What Is Strategy and Why Is It Important?
- 2 Charting a Company's Long-Term Direction: Vision, Mission, Objectives, and Strategy.
- 3 Evaluating a Company's External Environment.
- 4 Evaluating a Company's Resources and Ability to Compete Successfully.
- 5 The Five Generic Competitive Strategy Options: Which One to Employ?
- 6 Supplementing the Chosen Competitive Strategy—Other Important Strategy Choices.
- 7 Strategies for Competing Internationally or Globally.
- 8 Diversification Strategies.
- 9 Strategy, Ethics, and Social Responsibility.

In the applied component of the course, students work in teams to analyse real life strategic issues. Student teams represent different companies and compete with one another in a computer-controlled management simulation. Each team develops a strategy, considering both internal and external factors, for a number of years (Y11 – Y20).

Initial competences

Basic knowledge of general management and the functional management domains is required.

Final competences

- 1 Develop a deep insight into the domain of strategic management.
- 2 Develop a deep insight into the general management of organizations and the relationship with business unit strategies.
- 3 Develop a deep insight into the models and frameworks of strategic management
- 4 To be able to reflect about organizational problems and developments by using models and frameworks of strategic management.
- 5 To be able to apply the models and frameworks of strategic management on specific situations and business cases.

Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Group work, Lecture, Independent work

Extra information on the teaching methods

6 credits comprises the theoretical part of the course and the business game:

- Lectures to gain insights in the theoretical foundation of strategic management and case-studies
- Business game to apply the theoretical insights to a practical case

4 credits comprises the theoretical part:

- Lectures to gain insights in the theoretical foundation of strategic management and case-studies

Study material

Type: Handbook

Name: Strategic Management

Indicative price: € 40

Optional: no

Language : English

Author : Desmidt, S. & Verrue, J. M

ISBN : 978-1-30710-198-0

Number of Pages : 335

Oldest Usable Edition : 2d edition

Online Available : Yes

Available in the Library : No

Available through Student Association : Yes

Usability and Lifetime within the Course Unit : intensive

Usability and Lifetime within the Study Programme : one-time

Usability and Lifetime after the Study Programme : not

Type: Software

Name: GLO-BUS: An online business strategy simulation

Indicative price: € 40

Optional: no

Available on Athena : No

Online Available : Yes

Available in the Library : No

Available through Student Association : No

Usability and Lifetime within the Course Unit : intensive

Usability and Lifetime within the Study Programme : one-time

Usability and Lifetime after the Study Programme : not

References

Course content-related study coaching

Students are mainly supported by internet applications. They offer the opportunity to download extra texts, additional examples and transparencies used during the lectures.

The instructor is also available for any additional course support.

Assessment moments

end-of-term and continuous assessment

Examination methods in case of periodic assessment during the first examination period

Written assessment

Examination methods in case of periodic assessment during the second examination period

Written assessment

Examination methods in case of permanent assessment

Peer and/or self assessment, Assignment

Possibilities of retake in case of permanent assessment

examination during the second examination period is possible in modified form

Extra information on the examination methods

The written examination consists of a combination of specific theoretical questions and/or multiple choice questions complemented with open questions.

The permanent evaluation/assignment comprises the student's score on the business game

Calculation of the examination mark

6 credits:

- 60%: written examination
- 40%: evaluation business game

Students have to succeed for both segments to be able to pass the course. If a student does not succeed for a segment and the average of both segments results in a score of 10/20 or higher, the score will be reduced to 9/20 (the highest non passing grade).

Students have to participate in all the components of the non-periodic and periodic evaluation to pass the course. If a student does not participate in all components of the evaluation, the final score (if higher than 7/20) will be reduced to 7/20.

4 credits:

- 100% written examination