

## Strategic Management (F710299)

**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 2026-2027**

A (semester 2)	Dutch	Gent	lecture	
			group work	0.0h

**Lecturers in academic year 2026-2027**

Desmidt, Sebastian	EB23	lecturer-in-charge
Verrue, Johan	EB23	co-lecturer

**Offered in the following programmes in 2026-2027**

	<b>crdts</b>	<b>offering</b>
<a href="#">Master of Science in Teaching in Economics(main subject Business Administration)</a>	6	A
<a href="#">Master of Science in Business Administration(main subject Commercial Management)</a>	6	A
<a href="#">Master of Science in Business Administration(main subject Finance and Risk Management)</a>	6	A
<a href="#">Master of Science in Business Administration(main subject HRM and Organizational Management)</a>	6	A
<a href="#">Master of Science in Business Administration(main subject Management and IT)</a>	6	A
<a href="#">Master of Science in Business Administration(main subject Taxation)</a>	6	A

**Teaching languages**

Dutch

**Keywords**

Strategic management, strategy analysis, strategy formulation, strategic decision making, business simulation

**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 teal 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**

Knowledge of and insight into the main functional management domains (sales and marketing, production and logistics, HR, finance) as well as the overarching management function.

#### **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

#### **Extra information on the teaching methods**

Lesson recordings subject to conditions (see FOER).

#### **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

Gerry Johnson, Richard Whittington, Kevan Scholes, Duncan Angwin, Patrick Regnér  
(2013) Exploring Strategy Text & Cases. 10th Edition. Pearson Education, 816 p.  
ISBN13: 9781292002545

## Course content-related study coaching

Students are mainly supported using online applications. They offer the opportunity to download extra texts, additional examples and the slides used during the lectures. In addition, for the business game, FAQ, online tutorials and instruction videos are available  
The instructor is also available for any additional course support, both by email and by appointment.

## 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 final score consists of the summation of the individual score on the periodic evaluation (50%) and the non-periodic examination (50%). Students have to succeed for the two segments of the examination in order to pass the course.

### ***Segment 1: Non-periodic evaluation (50% of the final score)***

Grading consists of two components

1) Group result:

- Game result
- Strategic plan

2) Individual result:

- Interim multiple choice test
- Peer assessment

If the student obtains a peer evaluation of less than 70%, additional questions are provided by the professor. If the peer evaluation remains less than 70%, the student can not succeed.

Second examination period: Oral defense of the strategy of one company from the simulation.

### ***Segment 2: Periodic evaluation (50% of the final score)***

The student has to complete a written exam on the theoretical foundations of the course and its application. The examination format is the same in the second examination period.

## Calculation of the examination mark

To pass, the student must obtain at least half of the points for both components. If the student scores 9/20 on one component, but the simple arithmetic average of both components is at least 10/20, the total score will be reduced to 9/20. If the student scores less than 9/20 on one component, the total score will be reduced to 8/20 (unless the simple arithmetic average of both components is lower than 8/20, in which case the final score equals that average).

The student must participate in all components of both the periodic and non-periodic assessments in order to pass this course unit. If a student fails to participate in one or more components of the periodic and/or non-periodic assessments, the final score (if higher than 7/20) will be reduced to the highest

non-compensable grade (7/20).