



Universidad
de Navarra

Media/Strategic Management (Gr.Marketing)

Teaching guide 2023-24

INTRODUCTION

Course description: Strategic management involves “major intended and emergent initiatives taken by general managers on behalf of owners involving utilization of resources to enhance the performance of firms in their external environments” (Nag et al., 2007: 942–943). At the same time, strategy is not only practiced by general managers, but includes a wider variety of people, teams, experts and decision-makers. This means, you may also participate doing strategy when you are acting as a team-leader, pursuing an important project for the organization, or are making decisions that impact the future of the organization. This means, strategic management is relevant for many people. At the same time, making strategy is becoming more difficult. Consider the following: How do organizations present themselves on social media? How can they use digital platforms for knowledge sharing, resource allocation and decision-making? How much of this technology is outside of their control? How do they obtain the knowledge workers necessary for developing and leading their business into the future? How about fast changing environments that make long-term strategic planning obsolete? These are exemplary struggles that managers and quite frankly many people in organizations face. At the same time, strategy is relevant for many contexts. How about start-ups creating a new venture that have no large resources or owners in their support? How about social media influencers and all the ones that aim to become one? How about political decision-makers? Government officials that are leading a city? How about NGOs? How about local communities?

All these conditions and contexts define and change strategic management we see today. Strategy involves not only market-centered approaches, but also the internal allocation of resources, making decisions, working in teams, working with change, taking ethics into consideration, and working with external partners. Strategy work is not done in isolation, but as part of a complex network of ideas, relations, and power-dynamics.

Consequently, our focus will be on reviewing traditional approaches to strategy, as well as discuss new developments that shift our understanding of strategy towards new digital, networked, and complex realities. The course is intended to provide the students with a reflective approach to managing that will guide the articulation and implementation of organizational strategies.

- **Degree:** Marketing
- **Module in the Degree Program:** Module II (Economics and Firms). Subject II (Firms)
- **Number of credits:** 6 credits
- **Year, semester:** 4th year, 2º Semester
- **Type of course:** Required
- **Instructor:** Sven-Over Horst
- **Language:** English
- **Department:** Marketing and Media Management, School of Communication
- **Lecture schedule:** Monday, 15:30 to 17:15 (Classroom 6) and Wednesday, 15:30 to 17:15 (Classroom 3)

COMPETENCIES



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Main learning outcomes

With successful completion of the course, students will be able to:

- Assess theories, concepts and tools of strategic media management
- Understand and analyze the role of industry, competitive forces and generic strategic positioning towards a market environment
- Distinguish the origins and assumptions of the resource-based view (RBV) of the firm
- Appreciate the role of dynamic capabilities (DCs) in building sustainable competitive advantage
- Build their understanding of strategy as a process and assess what that means for relating strategy to learning and culture
- Identify where, how and in what ways strategy is conceived and practised
- Review the strengths and weaknesses of 'strategy as practice' as an approach
- Evaluate the importance of intra-organizational politics and political skill for strategy
- Reflect upon the strategy process through addressing different dimensions of power
- Critically evaluate step-based and contingency models of change
- Understand the processes and practices through which change is implemented and sustained
- Examine the importance of power for strategic management
- Evaluate the way in which ethics is a part of strategy and strategic actions
- Appreciate the opportunities around strategic alliances and partnerships
- Understand the use of strategy tools as part of strategy work
- Appreciate the importance of identity-development in strategy work

Degree competences

CORE COMPETENCIES

CB2 - Students are able to apply their knowledge to their work or vocation in a professional manner and possess the competences typically demonstrated through the development and defence of arguments and problem solving within their field of study.

CB3 - Students have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgements that include reflection on relevant social, scientific or ethical issues.

CB4 - Students are able to convey information, ideas, problems and solutions to both specialist and non-specialist audiences.

CB5 - Students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.

GENERAL COMPETENCES

GC2 - Knowing and assessing the role of marketing from a multidimensional perspective: historical, economic and business, legal, sociological, deontological and technological.

GC5 - Apply leadership, teamwork, planning and time management skills to responsible decision-making and problem-solving in marketing.



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SPECIFIC COMPETENCES

SC5 - Knowing the basic fundamentals of business management and strategic management necessary to be able to draw up efficient marketing plans and strategies.

SC6 - Understanding the organisational structure of organisations and the relationships between the elements of which they are composed.

SC7 - Understand the concept of strategy in the context of a company or institution.

SC8 - Analyse current trends in the design of objectives and strategies in companies or institutions.

PROGRAM

Academic Program

Tentative outline of content

Week 1:

- Introduction to Strategic Media Management
- Strategy activity

Week 2:

- Industrial organization. Competitive forces in the industry. Strategic positioning.
- Plus a strategy activity

Week 3:

- Creating value and the value chain. The Resource-Based-View.
- Group Presentation 1

Week 4:

- Strategic management as a processes. Strategy emergence. Strategic Learning.
- Plus: Group Presentation (GP) 2

Week 5:

- Day 5 (Wednesday, 3h): Strategy as practice. New theoretical sophistication of strategy.
- Plus: Group Presentation 3.

Week 6:

- Strategy, power and political decision-making.
- Plus: GP4

Week 7:

- Strategic change. Forces, ideals and processes. How to manage change?
- Plus: GP5

Week 8:



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- Strategy, responsibility, and ethics. Corporate codes of conduct, rule following, decision-making, ethics as practice.
- Plus: GP6

Week 9:

- Strategy discourse, storytelling. Strategy tools and material aspects of strategy work. Who are you becoming as a strategist? Reflection.

Plus: GP7

Week 10:

- Reflection + Group Presentation
- Plus GP 9

LEARNING ACTIVITIES

Stydy and activities load:

Attending Lectures: 8*3h + 4*2h (aprox. 35 hrs.)

Group activity (A1) 1 * 15h (aprox. 15 hrs.)

Interview assignment (A2) 1 * 25h (aprox. 25 hrs.)

TOTAL 75 hrs.

ASSESSMENT

ORDINARY

Group presentation and activity (A1) Individual/Group 1 (40%)

The idea of this assignment is that students work together to comprehend, synthesize and evaluate knowledge from their “semester project”. The focus is to connect what you learn about the company with your understanding of strategy, and your own experiences. The purpose of the presentations is make connections between your own knowledge around strategy, your case company and its behavior, and the theories from class.

§ Entire presentation length: 30-40 minutes in total

§ Individual: each student presents 4-5 minutes for their group

What to present:

§ How is your case company doing business and what strategy do they have?

§ Evaluate how successful their strategy and strategic actions are

§ What can we learn about strategy from your case???

§ What did you learn personally about strategy through doing your presentation?



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Interview assignment (A2) Group 1 (60%)

The purpose of the interview assignment is to connect with and learn from three practitioners that are active in the field of strategic management. You will conduct three semi-structured qualitative interviews. You can start with your contact person from the company, and ask for further people to interview. You will schedule a meeting, conduct the interview (preferably face-to-face, but Skype is possible as well), and later transcribe, analyze and reflect upon the interview.

§ The second half of the assignment is to use the interview material and your experiences from doing the fieldwork (searching for a practitioners, reading about strategic management in this context, conducting the interview, etc.) for reflecting on your own learning experiences and development within the field of strategic management. What did you learn from the interview? What kind of skills are needed to become a good strategist? How do digital technologies shape strategic management? What is the importance of ethics in strategy? How does that connect to the theories and debates we have worked with in class?

EXTRAORDINARY

The student will have to do an individual Interview Assignment and a test exam to pass the course.

HORARIOS DE ATENCIÓN

Office hours, time for the student to speak with the professor, to discuss the material being presented in class or other related interests you have, can be arranged by sending an email to professor Horst: horst@eshcc.eur.nl

BIBLIOGRAPHY

Suggested course readings:

Burgelman, R. A., Floyd, S. W., Laamanen, T., Mantere, S., Vaara, E., & Whittington, R. (2018). Strategy processes and practices: Dialogues and intersections. *Strategic Management Journal*, 1-28. doi:10.1002/smj.2741.

Cummings, S., & Daellenbach, U. (2009). A Guide to the Future of Strategy?: The History of Long Range Planning. *Long Range Planning*, 42(2), 234-263. doi:http://dx.doi.org/10.1016/j.lrp.2008.12.005.

Jarzabkowski, P., & Spee, A. P. (2009). Strategy-as-practice: A review and future directions for the field. *International Journal of Management Reviews*, 11(1), 69-95. doi:10.1111/j.1468-2370.2008.00250.x.

Horst, S.-O., Järventie-Thesleff, R., & Baumann, S. (2019). The practice of shared inquiry: how actors manage for strategy emergence. *Journal of Media Business Studies*, 16(3), 202-229. doi:10.1080/16522354.2019.1641672.

Horst, S.-O., Järventie-Thesleff, R., & Perez-Latre, F. J. (2019). Entrepreneurial identity development through digital media. *Journal of Media Business Studies*, 1-26. doi:10.1080/16522354.2019.1689767.



Kunz, R. E., Siebert, J., & Mütterlein, J. (2016). Structuring objectives of media companies: a case study based on value-focused thinking and the balanced scorecard. *Journal of Media Business Studies*, 13(4), 257-275. doi: 10.1080/16522354.2016.1220114.

Oliver, J. J., & Parrett, E. (2018). Managing future uncertainty: Reevaluating the role of scenario planning. *Business Horizons*, 61(2), 339-352. doi: <https://doi.org/10.1016/j.bushor.2017.11.013>.

Paroutis, S., Franco, L. A., & Papadopoulos, T. (2015). Visual Interactions with Strategy Tools: Producing Strategic Knowledge in Workshops. *British Journal of Management*, 26, S48-S66. doi:10.1111/1467-8551.12081.

Vaara, E., & Whittington, R. (2012). Strategy-as-Practice: Taking Social Practices Seriously. *The Academy of Management Annals*, 6(1), 285-336. doi:10.1080/19416520.2012.672039.

Watson, T. J. (2003). Strategists and Strategy-making: Strategic Exchange and the Shaping of Individual Lives and Organizational Futures. 40(5), 1305-1323. doi:doi:10.1111/1467-6486.00381.

Whittington, R., Cailluet, L., & Yakis-Douglas, B. (2011). Opening Strategy: Evolution of a Precarious Profession. *British Journal of Management*, 22(3), 531-544. doi:10.1111/j.1467-8551.2011.00762.x.

Whittington, R., Jarzabkowski, P., Mayer, M., Mounoud, E., Nahapiet, J., & Rouleau, L. (2003). Taking Strategy Seriously: Responsibility and Reform for an Important Social Practice. *Journal of Management Inquiry*, 12(4), 396-409. doi:10.1177/1056492603258968.

Additional/supplemental readings:

Clegg, S. R., Schweitzer, J., Whittle, A., & Pitelis, C. (2017). *Strategy: Theory and Practice*. London: Sage.