



Syllabus – Solving Strategic Problems

Solving Strategic Problems

Academic year 2024/2025, Semester I.

1. Basic data

Course code	VTVT003NABB
Course title (English)	Solving Strategic Problems
Course title (Hungarian)	Stratégiai Problémák Prezentálása
Number of contact hours	0 lectures + 4 seminars weekly
Type of the course	core course
Number of credits	6 ECTS
Estimated student workload	180 academic hours
Semester	Autumn and Spring Semesters
Prerequisite courses	None
Department/institute	Strategic Management Department, Institute of Strategy and Management
Course leader/coordinator	Xénia SZANYI-GYENES assistant lecturer, xenia.gyenes@uni-corvinus.hu , E.113
Course instructors	
Time and place	Monday and Tuesday

2. Course aims

The course combines theoretical and practical approaches to strategic management. The course concept has been developed in close cooperation of two university departments. Teachers are from the Department of Strategic Management and from the Department of Supply Chain Management.

During the semester, students work in groups of four on project-based exercises. Each project task will last for 3 weeks. The first week is devoted to the definition of the theoretical and methodological framework for solving the task, the second to consultation, the third to presentation and review of lessons learned. The projects are partly based on real company cases and partly on case studies. The respective topics of the projects are: positioning of the company and its external environment, the role of resources and capabilities in defining strategy, operations management, strategy selection and implementation.

3. Learning outcomes (competences to be developed by the course)

KNOWLEDGE	SKILLS
<p>Analysis of the external environment of the company. Analysis of macro trends and competitors.</p> <p>Analysis of the internal environment on the company and understand the role of resources and capabilities in strategy formulation.</p> <p>Designing operations and processes.</p> <p>Strategic innovation, strategic choice and execution.</p>	<p>Apply diagnostic skills to analyse business solutions in differing contexts.</p> <p>Communicate the results and justify it with arguments.</p> <p>Outline key stakeholders, resources and skills required for successful implementation of the strategy.</p> <p>Recognize the strengths and weaknesses of the organization.</p>
<p>Cooperation in teamwork.</p>	<p>Develops skills in teamwork, coping with uncertainty, research on a topic, problem structuring, reasoning, presentation and discussion.</p>
ATTITUDE	AUTONOMY & RESPONSIBILITY
<p>Gain an awareness of the interaction between various market/industry forces.</p> <p>Work collectively as an effective and efficient group member, including, where appropriate, organising, guiding and motivating others.</p>	<p>Demonstrate empathy and understand the impact of potential outcomes on the various stakeholder groups.</p> <p>Maintain a positive attitude and can-do approach to challenging problems.</p> <p>Demonstrate initiative and commitment to autonomous work.</p>

4. Short description of the course

Individual tasks of the students

This course will use a combination of readings, lectures, seminar tasks, and solving of live and predefined case studies. The latter are completed in the form of four group projects. We expect continuous work from students during seminars as well as after class, preparing each and every assignment to the best of their abilities. Working in teams is essential in the business context, hence the development of students' collaboration skills is also part of the curriculum. High emphasis will be put on solving case studies and presenting them to each other.

Compulsory reading

Each lecture is associated with a compulsory reading assignment, consisting of two or more articles. Unless otherwise noted, articles are available in Moodle and/or the course's MS Teams channel.

Requirements

This course actively builds on student interaction, for which we aim to create an open atmosphere that is based on feedback, where opinions and ideas can be shared freely and participants can contribute to each other's development through constructive feedback. We would like to establish a "safe place" for students, where challenges are not seen as failure, but rather as a step on the road to success. We expect continuous work from students both within the classroom as well as preparing for class. Due to the intensive requirements of the course, only 2 missed classes are accepted without an excuse.

5. Weekly outline of the course content

The readings should be studied in advance (see in Moodle).

We reserve the right to change the schedule, subject to prior notification to students.

Seminar		
1	Module 1 discussion Analysis external environment	
2	Module 1 <u>consultation</u> about the case	
3	Module 1 <u>presentation</u>	TEST
4	Module 2 discussion Analysis internal environment	
	Module 2 <u>consultation</u> about the case	
5	Module 2 <u>presentation</u>	TEST
	Project week – no seminar	
6	Module 3 discussion Operation and process	
7	Module 3 <u>consultation</u> about the case	
8	Module 3 <u>presentation</u>	TEST
9	Module 4 discussion Strategic innovation	
10	Module 4 <u>consultation</u> about the case	
11	Module 4 <u>presentation</u>	TEST
12	final seminar and consultation	

Student activities that contribute to the achievement of the learning outcomes

During the modules:

- Seminar work, discussion of the topic;
- Individual processing of published readings;
- Students work on case studies in teams, prepare questions and then actively participate in consultation of the cases;
- Student teams deliver a group presentation as part of the project assignment.

6. Performance evaluation

Percentage achieved	Hungarian Grade	Explanation for the Hungarian grade	International Grade
97-100	5	Excellent	A+
94-96	5	Excellent	A
90-93	5	Excellent	A-
87-89	5	Excellent	B+
84-86	4	Good	B
80-83	4	Good	B-
77-79	4	Good	C+
74-76	3	Satisfactory	C
70-73	3	Satisfactory	C-
67-69	3	Satisfactory	D+
64-66	2	Pass	D
60-63	2	Pass	D-
0-59	1	Fail	F
Nem jelent meg	DNA	Did not attend (no credit)	
Nem vizsgázott	I	Incomplete (no credit)	
Aláírva	S	Signed (no credit)	
Megtagadva	R	Refused (no credit)	

I. Participation at seminars (12 points)

Participation means attending the seminar, taking part in all tasks, active participation in the discussions, presentation of small cases.

II. Participation at consultation (8 points)

Teams should work on cases in advance. They should come to the consultation with a draft version (draft ppt and shared document). During the consultation there is an opportunity to discuss questions.

Online consultation allowed.

III. Participation at presentation (60 points)

The solving and presentation of the case studies accounts for 60% of the total course score (15 points for each case). The group work will be graded with 10 points for professional content group score applies to all group members) and 5 points for presentation based on the quality of the individual contributions.

No possibility of online presentation!

IV. Tests (20 points)

Knowledge of theoretical material is measured through tests. During the semester, four Moodle tests are taken, which count for 20% of the final grade. There will be a fifth, optional test at the end of the semester for those who missed one or want to correct one.

The examination will be in Moodle (students are required to bring their own laptop in the latter case). The exam duration will be 10 minutes long with 10 questions and will consist of a mixture of multiple-choice and short answer questions. The questions will ask about the readings material and seminars presentation.

Important: Our principles and rules for elements of the performance evaluation

The self-assessment on the nameplates, which is compulsory at the end of the seminars, must be completed by the student to the best of his/her knowledge. Misuse is considered an ethical offence.

Academic honesty rules apply when preparing presentations. Ideas, concepts, diagrams, etc. of other authors, whether literature or former students, may be used only with appropriate reference. Consultation with other student/teams working on the same assignment is not allowed. In the case of plagiarism, all members of the team will receive a "fail" grade and ethics proceedings may be initiated.

Students are free to use tools like chatGPT for the solving of the case studies. Nevertheless, we expect students to hand in work that was compiled by themselves. Simple adaption of texts generated by AI-tools does not suffice, Submitted materials will be exposed to checks accordingly.

No study materials or aids may be used during the tests. Only your own individual work is accepted, no communication with others is allowed. Failure to comply with these rules will result in suspension from the examination, a "fail" grade and, in serious cases, ethics proceedings.

7. Compulsory material

The compulsory readings (to be read before the corresponding seminar), and the presentation slides of seminars will be also uploaded to the Moodle or Teams. They are part of the exam. The case studies will be uploaded on Moodle or Teams.

8. Recommended material

Recommended readings that add further depth to the topics discussed during the lectures will be distributed via the Moodle page of the course. Exam questions will not cover these readings directly.

We wish you successful and enjoyable coursework!

Xenia SZANYI-GYENES