

COURSE TECHNICAL DESCRIPTION

COURSE INFORMATION	
Course Title	Strategic Management
Program	MIM
Academic Year	2017-2018
Semester	1st and 2nd semesters
Credits ECTS	6
Character	Obligatory
Department	ICADE Business School
Area	Business Administration

PROFESSOR INFORMATION	
Professor	
Name	Robert Antonides Campos
Department	ICADE Business School
Area	Business Administration
Office	
e-mail	rantonides@comillas.edu or robertantonides@gmail.com
Telephone	610726142
Tutoring Hours	Continued availability via email and telephone

COURSE INFORMATION

Context of the Course	
Added Value to the Professional Profile of the Program	
<p>This course will empower the student with the knowledge, tools and insight necessary to develop, evaluate and implement a business strategy. More specifically, the student will study, comprehend and execute: the process of strategy development, an industry analysis, a competitive environment analysis, an internal firm analysis, a competitive positioning analysis, a strategy formulation, and a strategy implementation and monitoring plan. Other issues treated in the course include strategic management, the development of firm vision and mission, SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), and the different levels of strategy (Corporate, Business and Functional).</p> <p>The student will acquire knowledge regarding the principal theories, models and tools for strategic analysis. By studying complex cases (examples) that illustrate the application of these theories and tools, the student will develop his capabilities for</p>	

identifying and analyzing the implementation of these in different real life situations. The student will also learn to design different strategies and lead processes of strategic discussion and reflection. Finally the student will strengthen his diagnostic reasoning skills that will allow him to develop solutions based on information and data analysis.

Objectives

The main objective of the course is to capacitate the student with a general vision of the process of strategy formulation and the models and tools utilized for the development, implementation and monitoring of business strategy. The student will be capacitated to analyze, understand and discuss concepts of corporate and business strategy with those who face these issues at the top management level of a firm.

At the completion of the course, the student will be capacitated to:

- Comprehend and have a holistic view of the process of strategy development and strategic management.
- Understand all the stakeholders involved and impacted in the development of a strategy.
- Analyze and diagnose the external competitive environment, including an industry analysis
 - o Define de principal elements, magnitudes, and agents that characterize an industry sector and determine its attractiveness.
 - o Identify critical success factors of an industry.
 - o Determine the elements of the macro environment that condition the evolution of a sector.
- Analyze and diagnose the internal environment of a firm.
 - o Identify and evaluate the business model, including its strengths and weaknesses.
 - o Evaluate the value proposition and competitiveness of a firm's products and services in the market as well as its relative position with the competition.
 - o Define the value chain and the activities which are most critical to the firm as well as those activities in which the firm has a competitive advantage.
- Understand and be able to execute a complete strategic analysis.
- Formulate corporate and business strategies.
- Understand the key success factors for a successful strategy implementation.
- Design and implement strategy monitoring processes.

The course has a duration of a full academic year (two semesters) and it is therefore divided into two blocks, each delivered in a semester. In the first semester will center on defining strategy and strategic management, and the analytical tools to analyze the external environment (Macro Economic Analysis, Industry Analysis, and the Analysis of Competitors, Markets and Customers) and the internal environment (capabilities and competencies). The second block to be delivered in the Spring semester will focus on

the process of Strategy Formulation (Business strategy, corporate strategy, international strategy and innovation) and the key aspects of a successful Strategy Implementation.

MODULES AND CONTENT

Content
Block I (Semester I)
1. Introduction to Strategy.
2. Analysis of the External Environment
2.1 Macro-Economic Analysis
2.2 Industry Analysis
2.3 Analysis of Competitors
2.4. Markets and Customer Analysis
3. Strategic Capability – Internal Analysis
4. Strategic Capability – Firm Objectives, Corporate Governance, Social Responsibility
5. Strategic Capability – Corporate Culture
Block II (Semester II)
6. Strategy Formulation
6.1 Business Strategy
6.2 Corporate Strategy
6.3 International Strategy
6.4 Innovation
6.5 Methods of Strategy Evaluation
7. Strategy Implementation and Monitoring

Competencies
General Competencies of the Area –Course
GENERAL COMPETENCIES:
CG 01. Analysis and Synthesis Capabilities
RA1. Comprehend the bibliography and subject matter of the subject areas of the course.

RA2. Organize, classify and summarize in a logical and coherent manner the content of the subject areas of the course.

RA3. Is capable of undertaking the analytical study of cases and scenarios, as well as synthesizing information and data.

CG 02. Management of information and data as key elements for decision making and identification, formulation and resolution of business problems.

RA 1. Is capable of searching and analyzing information from a diversity of sources.

RA 2. Searches, understands, synthesizes and adequately utilizes primary and secondary data from a variety of sources.

CG 03. Understands problem solving and decision making at an enterprise strategic, tactical and operational level, considering the interdependence between the different functional and business areas within different geographic markets.

RA 1. Knows and comprehends the different generic strategies that can be implemented by a multinational global enterprise, identifying ethical dilemmas and issues of corporate governance that may derive from these strategies.

RA 2. Is capable of undertaking the analytical study of business cases, making adequate use of information and data which in many cases is incomplete.

RA 3. Adequately and proactively identifies and defines a business problem and its root causes.

CG 05. Demonstrates analytical, listening, negotiating and team skills working within multidisciplinary teams in order to function effectively in different projects.

RA 1. Utilizes dialog to collaborate and ensure good relations.

RA2. Listens to the opinion of others and establishes constructive dialog.

RA 3. Is capable of communicating ideas persuasively within a process of negotiation in order to reach agreement with others.

RA 4. Understands the techniques of debate and discourse and can deploy these in a professional environment.

RA 6. Communicates ideas in an effective and well-reasoned manner.

RA 7. Encourages and promotes the capabilities of other team members, making them feel an important part of the team.

RA 8. Leads the work of the team, organizing, planning and delegating activities correctly.

CG 08. Critical thinking applied to the comprehension and knowledge of business enterprises and their external context and internal management processes.

RA 3. Is capable of constructing his own discourse within the context of debate and exchange of opinions.

CGS16 – Orientation towards action and quality.

RA1. Applies knowledge, theory and content to practical professional real life situations.

RA2. Resolves business cases that present real professional situations.

CGS 17. Has the capacity to elaborate and transmit ideas, projects, reports and solutions to problems

RA1. Can independently present, argue and critique diverse business concepts and theories.

RA2. Understands and applies different theories, models and tools in the resolution of practical business problems.

Competencies Specific to the Course

Specific Competencies of the Course:

CE 02. Comprehension and contextualization of the corporate strategy of an enterprise, oriented towards achieving a sustainable competitive advantage.

RA 1. Is capable of evaluating the corporate strategy.

RA 2. Understands the theories, models and tools that link strategy with the mission, vision and objectives of the organization.

RA 3. Understands the theories, models and tools used to analyze the implications of strategy with stakeholders; and is capable of applying these to real situations.

RA 4. Understands and applies models and tools for strategic analysis (external and internal), and is capable of identifying the threats, opportunities, strengths and weaknesses of a real international enterprise.

RA 5. Is capable of defining different competitive strategies for a business Enterprise that operates simultaneously in different markets.

CE 03. Knowledge and evaluation of the different alternative strategies that can be applied to the different company structures, taking into consideration the competitive environment.

RA 1. Is capable of identifying key strategic decisions impacting the operations of a business enterprise.

RA 2. Is capable of identifying the different sources of competitive advantage required in different markets, - and determine which are the critical competencies to be developed and managed.

TEACHING METODOLOGY

General Methodological Aspects of the Course	
Classroom Methodology: Activities	Competencies
Lectures	CG01, CG02, CG03, CG08, CGI4, CE02
Oral Presentations of content, cases, exercises and group/individual work	CG01, CG02, CG03, CG05, CGS16, CGS17,
Collaborative Learning	CG01, CG02, CG03, CG05, CGS16, CGS17,
Outside Classroom Methodology and Activities	Competencies
Individual Study and Readings	CG01, CG02, CG03, CG08, CE02
Analysis and resolution of business cases and exercises – individually and group work	CG01, CG02, CG03, CG05, CG06 CGS16, CGS17, CE02
Academic Tutoring	CG03, CGS17, CE02

EVALUATION CRITERIA

Evaluation Activities	Weight
Class Participation and Class Work / Assignments	30%
Midterm Exam	20%

Final Exam	20%
Final Group Project	30%

For the extraordinary evaluation process, a theoretical and practical exam will determine 100% of the final grade for the course.

SUMMARY OF STUDENT HOURS *			
CLASSROOM HOURS			
Class - Theory	Class - Practical	Directed Activities	Evaluation
20	20	16	4
NON CLASSROOM HOURS			
Autonomous Study/ Theoretical Content	Autonomous Study/ Practical Content	Group Work	Study
18	20	20	10
CREDITS ECTS:			6

BIBLIOGRAPHY AND RESOURCES

Core Bibliography
Textbooks
<p>GERRY JOHNSON, KEVAN SCHOLÉS, RICHARD WHITTINGTON, Exploring Corporate Strategy, 8th Edition, Pearson Education</p> <p>Stephen Bungay, Strategy the Art of Action,</p> <p>Prof. W. Chan Kim · Renée Mauborgne, Blue Ocean Strategy,</p> <p>Michael Porter, Competitive Advantage</p> <p>Article – “Are You Sure You Have a Strategy,” Donald C. Hambrick and James W. Frederickson, Academy of Management Executive 2001, vol 15 issue 4</p> <p>Article - “What is Strategy;” Michael Porter, Harvard Business Review, Nov-Dec 1996</p> <p>Article – “Different Schools of Thought on Strategy,” Nabil Iqbal</p>

Article: The Five Competitive Forces that Shape Strategy, Michael Porter, HBR

Article: Industry Life Cycle - Optional

Article: What is the Industry Life Cycle (and generic strategies to Compete) - Optional

Article: Unbundle Products and Services, Deloitte

Article: Customer Analysis, Deloitte

Article: Competitor Analysis, Deloitte

Article: Competitor Financial Analysis, Deloitte

Article: The Core Competencies of the Corporation, C.K Prahalad and Gary Hamel, HBR

Article: SWOT Analysis I: Looking Outside for Threats and Opportunities, 2006

Article: SWOT Analysis II: Looking Inside for Strengths and Weaknesses, HBR 2006

Article: Stress-Test Your Strategy: The 7 Questions to Ask, Robert Simmons, HBR

Article: The Perils of Bad Strategy, Richard Rumelt, McKinsey Quarterly Review, 2011

Article: Types of Strategies, Which Fits Your Business

Article: Distance Still Matters, the Hard Reality of Global Expansion, Pankaj Ghemawat, HBR

Article: The CEO of Heinz on Powering Growth in Emerging Markets, Bill Johnson, HBR

Article: Strategies that fit Emerging Markets, Tarun Khanna, Krishna G Palepu, and Jayant Sinha, HBR

Article: Innovation in Turbulent Times, Rigby, Gruver and Allen, HBR

Article: Your Strategy Needs a Strategy, Martin Reeves, Claire Love and Phillip Tillmanns, HBR

Article: Simple Rules for Making Alliances Work, Jonathan Hughes and Jeff Weiss, HBR

Article: When to Ally and When to Acquire, Jeffrey H Dyer, Prashant Kale and Harbir Singh, HBR

Article: The New M&A Playbook, Clayton M Christensen, Richard Alton Curtis Rising and Andrew Waldeck, HBR

Article: Using the Balanced Scorecard as a Strategic Management System, Robert S Kaplan and David Norton, HBR

Article: What Makes Great Boards, Jeffrey A Sonnenfeld, HBR

Article: The Business Case for Corporate Social Responsibility, Elizabeth Kurucz, Barry A Colbert and David Wheeler

Case: Race to the South Pole

Case – Electrolux

Case – IKEA

Case: Global Forces and the European Brewing Industry

Case: Airline Industry Pre and Post 9/11

Case: TUI Hospitality Industry in Europe

Case: Cola Wars Continue, Coke and Pepsi in 2010

Case: Making E-Bay Work

Case: Amazon.com from 2004 to 2006

Case: Global Product Strategy Development at Bosch

Case: Starbucks, a Story of Growth

Case: BMW Driving Organic Growth through Market Development in the Auto Industry

Case: Yellow Tail Wine

Case: Wal-Mart in the 21st Century: A Global Perspective

Case: Brewery Group Denmark

Case: KPMG

Case: Apple Inc. in 2012

Case: Crafting Strategy at Chem Tech

Case: Barclaycard, a Market Leader's Strategic Options for Maintaining Market Dominance