

## 1. Course General Overview

Course details	
Title	Business Strategies
Programme	
Year	1
Timing	Semester 2
ECTS	6 ECTS
Core/elective	
Department	Management
Area	Business Strategy and Organisation

## 2. Instructors' Details

Lecturer:	
Name	Prof. Manuel Ramón Tejeiro Koller
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Area	Business Strategy and Organisation
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## 3. General Context of the Course

This course builds on the Business Strategy I course, in the sense that it takes off at the point at which Business Strategy I finishes. It dives into the formulation of strategies based on external and internal analyses, developing the process all the way till implementation and control of operations. This constitutes the part of strategic planning in which growth options are discussed and plans become reality. Firms seeking to make a difference will need to understand how to evaluate and implement the strategic options available to them, making this process key to the success of any enterprise. In the current business context, change is permanent and companies need to react swiftly. This forces strategy to be agile and poses great challenges to the modern manager. These are some of the general issues to be discussed in this course.

#### 4. Objectives

The student will be able to formulate strategies at different levels, based on the conducted analyses. Resulting from this formulation, the most suitable options will be selected and the implementation will be planned. This includes the simulation in business cases and budgets, as well as building the according structure, communication strategy, incentive schemes and management of the change process. Finally, control systems will be studied, which will allow the manager to track the advancement towards objective and take corrective action where needed. Additionally, the technical skills, soft skills needed for this part will be trained. These include planning, communicating and giving feedback.

#### 5. Content

This course covers the second part of the strategic planning process, specifically addressing the following topics:

**Topic 1** Strategy Options

**Topic 2** Formulating Strategies

**Topic 3** Evaluation and Selection

**Topic 4** Implementation

**Topic 5** Control

#### 6. Skills Trained

Generic skills
CG 1. Analysis and synthesis cognitive abilities applied to the business management world
CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations
CG 4. Application of theoretical issues into the real business world in a way that new business opportunities can be discovered and sustainable competitive advantage can be built
CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership
CG 6. Ethical commitment to the moral values and to the corporate social responsibility
CG 8. Critical thinking and debating skills
CG 9. Autonomous learning skills
Course specific skills

CE 1. Understand and use the appropriate tools to diagnose and improve the company's competitive position; design a strategic plan:

Student's expected learning outcomes:

RA1CE1. the student acknowledges the limitations of the strategic planning tools, and therefore creates situations in which they can be applied in an optimal way

RA2CE1. the student uses the strategic planning tools so that he/she is able to make efficient strategic decisions

RA3CE1. the student knows how and why the business environment and the company's resources can be drivers as well as brakes to an efficient strategic planning, decision making and control work

## 7. Teaching Methodologies

Teaching and learning in the classroom	Skills to be developed
<p><b>Lectures.</b></p> <p>Instructors will promote debate during theoretical lectures. Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.</p>	<p>All skills specified above</p>
<p><b>Study case/case analysis</b></p> <p>Students will work individually on case analysis. They will work in group on a semester-long study case based on a real quoted company. These activities will allow students use and apply all tools and theories into real business cases and situations. Students must come to the group work sessions with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the group work sessions.</p>	<p>All skills specified above</p>

<p><b>Presentations.</b></p> <p>Each group of students will be compelled to present at the end of the semester the study case they have been working on all along the semester. They will present it to the rest of the class as well as to the course instructors.</p> <p>Attendance and participation are essential requirements for the effectiveness of the presentation sessions.</p>	<p>CG 5. Interpersonal skills: listening, negotiating, persuading, and team work and leadership</p> <p>CG 8. Critical thinking and debating skills</p>
<p><b>Teaching and learning outside the classroom</b></p>	<p><b>Skills to be developed</b></p>
<p><b>Group work outside the class: study case</b></p> <p>Students will work on the study of the strategic planning of a real quoted company.</p> <p>This activity will allow students use and apply all tools and theories into real business cases and situations.</p> <p>Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work</p>	<p>All skills specified above</p>
<p><b>Individual study and reading.</b></p> <p>Each student will need to organise their time outside the class in order to do all the pre-readings of each session, and in order to profoundly study the subject: they will have to understand, elaborate, retain and assess all concepts, theories and tools presented and worked in class.</p> <p>The course instructors will recommend some complementary reading.</p>	<p>All skills specified above</p>
<p><b>Tutorials.</b></p> <p>Students will have a chance to meet with the course instructor individually and outside the class if required. These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.</p>	<p>All skills specified above</p>
<p><b>Collaborative learning</b></p> <p>As students will have to work in groups, each of them will have a chance to develop interpersonal working skills while collaborating with their group mates.</p>	<p>CG 5. Interpersonal skills: listening, negotiating, persuading, and team work and leadership</p>

## 8. Evaluation

Activities to be assessed	Evaluation criteria	Weight
Individual exams	1 mid-term test and 1 final exam	40%
Group-work (writing of a case study)	Final report and presentation (50%-50%)	30%
Case analyses	1 case per topic	20%
Class participation and attendance	Questions, discussions, examples brought into class sessions	10%

The average grade of Individual Exams must be above 5 points in order to pass the course.

## 9. Recovery examination in July

For students who have failed the year-end examination or even everybody (Students who have been excused from attending classes because of illness or special circumstances, students who must re-sit exams due to failure, students on Exchange or Officially-recognized internships, approve by the appropriate Head of Studies): Examination: 100%

## 10. Bibliography

### Primary Bibliography

- Johnson, G.; Whittington, R.; Scholes, K. Angwin, D.; Regnér, P. (2014). *Exploring strategy. Text and cases*, 10<sup>th</sup> ed., Harlow: Pearson Education.

### Secondary Bibliography

- LYNCH, R. (2006): *Corporate Strategy*, 4th Edition, Prentice Hall
- GUERRAS MARTIN, L.A. y NAVAS LÓPEZ, J.E. (2007): *La Dirección Estratégica de la Empresa*, 4<sup>a</sup> ed., Civitas, Madrid.
- THOMPSON, A. y STRICKLAND, A. (2001): *Administración Estratégica. Conceptos y casos*. Mc Graw Hill, México.

### Recommended Reading

- Harvard Business School Publishing (2011) *HBR's 10 Must Reads on Strategy*, Harvard Business Review Press
- McGrath, M. (2013) *The End of Competitive Advantage*, Harvard Business School Press
- Williams, T., Worley, C. G., Lawler III, E. E., (2013) *The Agility Factor*, strategy&business
- Reeves, M., Deimler, M. (2011) *Adaptability: The New Competitive Advantage*, Harvard Business Review

- Clayton, C. (2011) *The Innovator's Dilemma*, Harper Collins USA
- Hammel, G. (2007) *The Future of Management*, Harvard Business School Press
- Hitt, M.A., Keats, B.W., DeMarie, S.M. (1998) *Navigating in the new competitive landscape: Building strategic flexibility and competitive advantage in the 21st century*, Academy of Management Executive