



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**GUÍA DOCENTE  
2018 - 2019**

## FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
NombreCompleto	Dirección Estratégica
Código	E000006044
Título	<a href="#">Máster Universitario en Dirección Internacional de Empresas / Master in International Management</a>
Impartido en	Máster Universitario en Dirección Internacional de Empresas/Master in International Management [Primer Curso]
Nivel	Postgrado Oficial Master
Cuatrimestre	Semestral
Créditos	6,0
Carácter	Obligatoria
Departamento / Área	Departamento de Gestión Empresarial Máster Universitario en Dirección Internacional de Empresas / Master in International Management
Responsable	Robert Antonides Campos
Horario	L, X de 9:00 a 11:00
Horario de tutorías	Disponibilidad vía mail y teléfono

Datos del profesorado	
Profesor	
Nombre	Robert James Antonides Campos
Departamento / Área	ICADE Business School
Despacho	Tel. 610726142
Correo electrónico	rantonides@comillas.edu

## DATOS ESPECÍFICOS DE LA ASIGNATURA

### Contextualización de la asignatura

Competencias - Objetivos	
Competencias	
GENERALES	
CG01	Capacidades cognitivas de análisis y síntesis aplicadas a situaciones de negocios globales y a problemáticas organizativas de gestión internacional



	<b>RA1</b>	Es capaz de enfrentarse con el estudio analítico de casos y escenarios, así como de llevar a efecto síntesis de información y de datos
<b>CG02</b>	Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales	
	<b>RA1</b>	Es capaz de buscar y analizar información procedente de fuentes diversas
	<b>RA2</b>	Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes
<b>CG03</b>	Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial multinacional, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio, así como entre los distintos mercados geográficos	
	<b>RA1</b>	Conoce y comprende las diferentes estrategias de internacionalización que puede poner en práctica una empresa global, identificando los dilemas éticos y de gobierno que se derivan de las mismas
	<b>RA2</b>	Es capaz de enfrentarse con el estudio analítico de casos, haciendo uso de información y datos, en muchos casos incompletos
	<b>RA3</b>	Identifica y define, adecuada y proactivamente, el problema y sus posibles causas
<b>CG05</b>	Ejercicio de una mentalidad global aplicada a la escucha, la negociación y el trabajo en equipos multidisciplinares para poder operar de manera efectiva en distintos cometidos, y, cuando sea apropiado, asumir responsabilidades de liderazgo en una organización internacional.	
	<b>RA1</b>	Utiliza el diálogo para colaborar y generar buenas relaciones
	<b>RA2</b>	Escucha las opiniones de los demás y establece diálogos constructivos
	<b>RA3</b>	Es capaz de realizar un intercambio persuasivo de ideas a través de un proceso negociador para llegar a acuerdos con otros
	<b>RA4</b>	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales
	<b>RA5</b>	Valorar el potencial del conflicto como motor de cambio e innovación
	<b>RA6</b>	Comunica sus ideas de manera efectiva y argumentada
	<b>RA7</b>	Busca el valor de los demás miembros de equipo y potencia sus habilidades y fortalezas, haciendo que se sientan parte importante del equipo
	<b>RA8</b>	Lidera el trabajo del equipo, organizando y delegando las tareas correctamente



<b>CG08</b>	Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales multinacionales, su contexto externo y su proceso de administración y dirección	
	<b>RA3</b>	Es capaz de construir un discurso propio, en un contexto de debate y de intercambio de opiniones
<b>ESPECÍFICAS</b>		
<b>CE01</b>	Conocimiento de las características y de las dimensiones claves del entorno empresarial global actual y comprensión de las fuerzas externas que pueden influir en la actividad empresarial internacional y en la práctica de la dirección multinacional	
	<b>RA1</b>	Es capaz de analizar críticamente la naturaleza de la globalización y evaluar su impacto en los negocios y en la dirección internacional
	<b>RA2</b>	Describe la evolución y las principales dimensiones de la globalización
	<b>RA3</b>	Explica las funciones de las diferentes instituciones y organizaciones sobre las cuales descansa la ordenación del escenario global actual
	<b>RA4</b>	Conoce y comprende una variedad de teorías, modelos y herramientas que puede aplicar para analizar y valorar el entorno empresarial global y para resolver problemas y casos prácticos
	<b>RA5</b>	Describe las principales teorías del comercio, liberalización e internacionalización utilizadas para entender el entorno empresarial global actual
	<b>RA6</b>	Evalúa críticamente el entorno regulatorio en el que operan los negocios internacionales
	<b>RA7</b>	Identifica las cuestiones sobresalientes que impactan sobre el ambiente de negocios global (tales como responsabilidad social y ética; medioambiente; crisis financiera global) y evalúa las respuestas diversas de empresas y otros organismos internacionales a estas cuestiones
<b>CE02</b>	Comprensión y contextualización de la internacionalización como parte de la estrategia corporativa de una empresa, orientada al logro de una ventaja competitiva sostenible.	
	<b>RA1</b>	Es capaz de valorar la estrategia de internacionalización como parte del desarrollo corporativo
	<b>RA2</b>	Conoce las teorías, los modelos y las herramientas que vinculan la estrategia de internacionalización con la misión, la visión y los objetivos de la organización, y es capaz de aplicarlos en situaciones reales



	<b>RA3</b>	Conoce las teorías, los modelos y las herramientas que analizan las implicaciones de la estrategia de internacionalización para los stakeholders con los que la empresa entra en relación, y es capaz de aplicarlos en situaciones reales
	<b>RA4</b>	Conoce y aplica modelos y herramientas de análisis estratégico (externo e interno), y es capaz de identificar las amenazas, las oportunidades, las debilidades y las fortalezas para una empresa internacional real
	<b>RA5</b>	Es capaz de definir distintas estrategias competitivas para una empresa que opera simultáneamente en distintos mercados, reflexionando sobre la mejor opción a la hora de trasladar dichas estrategias a cada contexto geográfico (grado de coordinación versus grado de independencia)
<b>CE03</b>		Conocimiento y valoración de la adecuación de las diferentes estrategias de internacionalización y de las diversas estructuras organizativas posibles conforme al contexto geográfico y sectorial, a partir de los cuales el alumno puede recomendar alternativas de actuación para una empresa internacionalizada
	<b>RA1</b>	Es capaz de identificar las decisiones estratégicas claves en el proceso de internacionalización de una empresa
	<b>RA2</b>	Conoce y aplica a situaciones reales diferentes teorías, modelos y herramientas de análisis para abordar la elección de los países de destino en el proceso de internacionalización de una empresa

## BLOQUES TEMÁTICOS Y CONTENIDOS

### Contenidos – Bloques Temáticos

#### Bloque I (Semestre 1)

1. Introducción a la Estrategia.

2. Análisis del Entorno

2.1 Análisis Macro-Económico

2.2 Análisis de la Industria

2.3 Análisis de la competencia

2.4. Análisis de Mercados y Clientes

3. Capacidad Estratégica – Análisis Interno

4. Capacidad Estratégica – Objetivos, Responsabilidad Social, Gobierno Corporativo

5. Cultura Corporativa y Capacidad Estratégica



## Bloque II (Semestre 1)

### 6. Formulación de la Estrategia

- 6.1 Estrategia Empresarial
- 6.2 Estrategia Corporativa
- 6.3 Estrategia Internacional
- 6.4 Innovación
- 6.5 Métodos de Evaluación Estratégica

### 7. Implantación y Seguimiento de la Estrategia

## METODOLOGÍA DOCENTE

### Aspectos metodológicos generales de la asignatura

#### Metodología Presencial: Actividades

Lecciones de carácter expositivo

Presentaciones orales de temas, casos, ejercicios y trabajos

Aprendizaje colaborativo

#### Metodología No presencial: Actividades

Estudio individual y lectura organizada

Análisis y resolución de casos y ejercicios, individuales o colectivos

Tutoría académica

## RESUMEN HORAS DE TRABAJO DEL ALUMNO

HORAS PRESENCIALES		
Lecciones de carácter expositivo	Análisis y resolución de casos y ejercicios, individuales o colectivos	Presentaciones orales de temas, casos, ejercicios y trabajos
20,00	20,00	20,00
HORAS NO PRESENCIALES		



Estudio individual, documentación y lectura organizada	Estudio individual, documentación y lectura organizada	Monografía de carácter teórico y/o práctico	Aprendizaje colaborativo	Estudio individual, documentación y lectura organizada
18,00	18,00	20,00	20,00	10,00
<b>CRÉDITOS ECTS: 6,0 (146,00 horas)</b>				

## EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Actividades de evaluación	Criterios de evaluación	Peso
Examen Parcial	Examen Parcial	20 %
Participación en clase y Trabajos	Participación en clase y Trabajos	15 %
Examen final	Examen final	35 %
Trabajo en grupo	Trabajo en grupo	30 %

### Calificaciones

#### Actividades de evaluación PESO

**Participación en clase y Trabajos:** 30%

**Examen Parcial:** 20%

**Examen final:** 20%

**Trabajo en grupo:** 30%

## BIBLIOGRAFÍA Y RECURSOS

### Bibliografía Básica

**GERRY JOHNSON, KEVAN SCHOLÉS, RICHARD WHITTINGTON**, Exploring Corporate Strategy, 8th Edition, Pearson Education

**Stephen Bungay**, Strategy the Art of Action,

**Prof. W. Chan Kim · Renée Mauborgne**, Blue Ocean Strategy,



**Michael Porter**, Competitive Advantage

Article – “Are You Sure You Have a Strategy,” Donald C. Hambrick and James W. Frederickson, Academy of Management Executive 2001, vol 15 issue 4

Article - “What is Strategy;” Michael Porter, Harvard Business Review, Nov-Dec 1996

Article – “Different Schools of Thought on Strategy,” Nabil Iqbal

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Article: Industry Life Cycle - Optional

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

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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

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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



## COURSE TECHNICAL DESCRIPTION

<b>COURSE INFORMATION</b>	
<b>Course Title</b>	<b>Strategic Management</b>
<b>Program</b>	<b>MIM</b>
<b>Academic Year</b>	<b>2018-2019</b>
<b>Semester</b>	<b>1<sup>st</sup> semesters</b>
<b>Credits ECTS</b>	<b>6</b>
<b>Character</b>	<b>Obligatory</b>
<b>Department</b>	<b>ICADE Business School</b>
<b>Area</b>	<b>Business Administration</b>

<b>PROFESSOR INFORMATION</b>	
<b>Professor</b>	
<b>Name</b>	<b>Robert Antonides Campos</b>
<b>Department</b>	<b>ICADE Business School</b>
<b>Area</b>	<b>Business Administration</b>
<b>Office</b>	
<b>e-mail</b>	<a href="mailto:rantonides@comillas.edu">rantonides@comillas.edu</a> or <a href="mailto:robertantonides@gmail.com">robertantonides@gmail.com</a>
<b>Telephone</b>	<b>610726142</b>
<b>Tutoring Hours</b>	<b>Continued availability via email and telephone</b>

## COURSE INFORMATION

<b>Context of the Course</b>	
<b>Added Value to the Professional Profile of the Program</b>	
<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
<b>Block I (Semester I)</b>
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
<b>Block II (Semester I)</b>
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><b>GERRY JOHNSON, KEVAN SCHOLÉS, RICHARD WHITTINGTON</b>, Exploring Corporate Strategy, 8th Edition, Pearson Education</p> <p><b>Stephen Bungay</b>, Strategy the Art of Action,</p> <p><b>Prof. W. Chan Kim · Renée Mauborgne</b>, Blue Ocean Strategy,</p> <p><b>Michael Porter</b>, 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>

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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 21<sup>st</sup> 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