

Direcció Estratègica I (20690)

Degree: ADE

Course: third/fourth year

Term: second

Number of ECTS credits: 5 credits

Hours of student's dedication: 125 hours

Language or languages of instruction: Catalan/Spanish

Professor: Phd. Susana Domingo

Theory class:

Thursday 10:30 – 12:00 and Friday 10:30 – 12:00

Seminars:

Monday 12:30-14:00 and 14:00 – 15:30

Wednesday 10:30 – 12:00

1. Presentation of the subject

The course aims to equip students with the skills needed to understand the process of strategy formulation in a business environment. Students will end the matter expertise, methodology and tools to interpret and formulate business strategies.

The content of the course will include: Why study strategy? Strategies for Sustainability. The horizontal and vertical limits of the company. Diversification and corporate mergers. Market structure and competition. Dynamic competition. The strategic engagement. The threat of market entry. Industrial analysis. Strategic positioning and competitive advantage. Sustaining competitive advantage. Sustainability as a strategy in organizations.

2. Competences to be attained

Thinking strategically is a difficult skill to master. The objective of this course is to push the students to think strategically in different situations. The course introduces the students to a coherent framework of value creation and value capture and develops related concepts that are used to analyse the competitive environment of a firm and its internal strengths and weaknesses.

The generic skills to be emphasized in this course are:

Generic skills:

G1.	Understand and interpret relevant and reasoned written texts of academic level and character.
G2.	Be able to justify their own positions with consistent arguments and to defend them publicly.
G3.	Be able to communicate properly in both oral and written forms in front of both expert and inexperienced audiences.
G6	Be able to work as part of a team, participating actively in the work and negotiating with divergent views to reach consensus positions
G7	Develop the ability to reason with distance self-critical issues or controversial issues.
G8	Accepting a diversity of views as a fundamental ingredient of academic life and integral to contemporary society, and be able to present their own opinions while respecting differing opinions.
G9	Consolidate habits of self-discipline, be self-demanding and show rigor in the conduct of academic work and in the organization and its proper timing.
G10	Be proactive in the desire to know what was ignored, which is essential in any learning process and in any professional activity projection.

G11	Be able to flexibly and creatively apply the acquired knowledge and to adapt to new situations and contexts
G16	Use the appropriate information in the formulation of proposals and problem solving
G17	Apply economic reasoning to adopt decisions in high risk situations.
G18	Apply the knowledge and procedures relevant to a range of complex situations.
G19	Identify the key factors of a problem

The course will enable students to understand the main strategic challenges of the company. The course will encourage team work as well as writing and speaking skills through the intensive use of the case method.

Following the same scheme, the specific skills to be addressed in this course are:

Specific skills:

- E1. Be capable of carrying out any task in the field of business administration and management.
- E2. Be able to establish and manage their own business
- E3. Be able to manage any functional area or department in the company:
human resources, sales, finance, etc.
- E4. Solve management and administration problems arising in the company
- E5. Carry out business advisory and consulting tasks
- E6. Lead individuals and teams, motivating them and managing changes
- E7. Be able to negotiate appropriately to achieve favourable and sustainable agreements.

To pass the course, the student must achieve a high level of competence.

3. Contents

1. Introduction to strategy

Definition of strategy, sustainability, levels of strategy, strategy formulation process, innovative business models. Some vocabulary about strategy.

2. External analysis – The global environment

The STEEP model: Social, Technological, Economical, Environmental (Ecological), Political. Examples of key data and sources of information. Scenario planning. Stakeholders analysis.

3. External analysis – The competitive environment

The Five Forces model (M. Porter). How industry forces affect the performance of a business. Internal rivalry from direct competitors, suppliers, buyers, substitutes and new entrants. Other tools for understanding the competitive environment. Structure of the market. Market definition. Strategic groups. Does collaboration make sense in the competitive environment?

4. Internal analysis

Identifying strengths and weaknesses of the organization. Traditional functional analysis. Core competences, “core business” and their relationship with competitive advantages. Value chain analysis and Value system analysis.

5. Generic competitive strategies

Positioning: advantage in costs and advantage in differentiation. The nature and sources of advantage in costs and its risks. Analysis of the advantage of differentiation with regard to supply and demand.

6. Fundamentals of organizational

7. Business Models / Implementation Strategy

Activity-system maps (M. Porter) as a way to design and implement a sustainable competitive advantage. Blue ocean strategy: Definition of new categories of products and services that create and capture uncontested market spaces.

8. SWOT analysis.

9. Final Project

4. Assessment

The course grade will be determined based on student contributions to all of these deliverables, weighted as follows:

-Mid-term Exam: 15% final.

-Course project: 30% final.

- Seminar assignments, Group case reports, Individual class contribution: 20%

-Final Exam: 35% final.

Students must pass all parts separately (independently)

During the course students will be assessed on their analytical skills, such as the manner of expression and presentation, as well as active participation in class.

5. Bibliography and teaching resources

5.1. Basic bibliography

- ACCID (2010): Noves tendències en Management. Diversos autors.
- BESANKO, D. et al. (2007): Economics of strategy. New York: Wiley.
- CASTILLO CLAVERO A.M. y otros (2007): Casos prácticos de administración y dirección de empresas. Madrid. Pirámide
- GARCÍA DEL JUNCO, J. y otros (1998): Casos prácticos de economía de la empresa. Madrid. Pirámide
- GRANT, R.M. (2008): "Contemporary Strategy Analysis", 6th Edition, Blackwell Publishing.
- GUERRAS MARTIN, L.A. y NAVAS LOPEZ, J.E. (2008): Dirección estratégica de la empresa. 4º edición. Thomson Civitas. Madrid.

- HELLRIEGEL, JACKSON Y SLOCUM (2005) Administración. Un enfoque basado en competencias. Ed. Thomson.
- HERNÁNDEZ ORTÍZ M.J. y otros (2000), Casos prácticos de administración y organización de empresas. Madrid. Pirámide
- JOHNSON, G., K. SCHOLLES y R. WHITTINGTON (2005): DIRECCIÓN ESTRATÉGICA, 7ª edición. Madrid: Prentice-Hall.
- JOHNSON, G., K. SCHOLLES and R. WHITTINGTON (2007): Exploring corporate strategy, 7ª edition. Essex: Pearson.
- KIM, W. CHAN (2005): "blue ocean strategy". Harvard Business School Publ. Corp.
- PORTER, M.E. (1984): Estrategia Competitiva. Mexico: C.E.C.S.A.
- PORTER, M.E. (1987): Ventaja Competitiva; Mexico: C.E.C.S.A.
- SENGE, Peter (2008): The necessary revolution, Nicolas Bredley Publishing
- THOMPSON, A.R., STRICKLAND, A.J. and GAMBLE, J.E. (2008): Administración Estratégica, 15ª edición. Méjico: McGraw-Hill.

5.2. Additional bibliography

<http://www.contemporarystrategyanalysis.com/about7thedition.php>

<http://www.themanager.org/index.html>

http://www.12manage.com/management_dictionary.html

Regular reading of The Economist, Harvard Business Review, Fortune, or The Guardian

6. Methodology

The process of teaching of the course will be carried out as follows:

Lectures:

There will be 14 sessions of lectures that will last 1h30 each. The function of these classes will be to provide students with the basic conceptual tools of business strategy. In the classes the student will take on a receptive role, combining lectures with an intensive case study method. Students will also study different business cases that review the main strategic issues analyzed in the theoretical part of the course. Some of these cases may be discussed in lecture hours.

Seminar assignments

There will be 6 seminars dedicated to implementing and sharing the contents from the master classes. This learning activity will take place with the active participation of students, by means of some different activities related to strategy and sustainability in business. The seminar will cover business cases on firms that follow a sustainability strategy as a key factor.

Course project

Students in groups of 4-5 students will choose a company and they will analyze their current strategic situation, and they will give an assessment about it as well as solutions for the future.

The student group will present their final project to the class (during the final weeks of class).
During the course the teacher will give guidance to the groups.

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