

# Business Strategy II

## 21862

**Degree/study:** Degree in Business Science-Management

**Course:** third

**Term:** second

**Number of ECTS credits:** 5

**Hours of student's dedication:** hours

**Language or languages of instruction:** english

**Professor:** José Luis Martín Marín Arandia

## 1. Presentation of the subject

The course will allow students to delve into the key concepts of business strategy. The course will focus on the case method thus fostering teamwork, skills of speaking and writing. In addition, students are faced with problems of real companies, and are expected to develop their skills to design strategic plans.

## 2. Competences to be attained

General competences

**G1** Understand and interpret relevant and rationally texts of academic character.

**G2** Being able to justify their own consistent arguments, and to defend them publicly.

**G3** Being able to communicate properly orally and written in either of the two official languages of Catalonia, ie in Catalan and Castilian, in front of expert and inexperienced audiences.

**G6** Being able to work in teams, participating actively in the tasks and dealing with different views to reach consensus.

**G8** Embrace diversity of point of view as a fundamental ingredient of academic life and integral to contemporary society, and be able to present their own opinions while respecting different ones.

**G9** Having consolidated habits of self-discipline, excellence and rigor in the development of academic work and in the organization and its own schedule.

**G10** Be proactive in the desire to know what unknown, essential in any learning process and in any professional activity with projection.

**G11** Being able to apply with flexibility and creativity the acquired knowledge in order to adapt it into new situations and contexts.

**G14** Use the appropriate information in the formulation of proposals and solving problems.

**G16** Identify the key factors of a problem

**G17** Demonstrate a critical approach to different situations

**G18** Demonstrate a multidisciplinary approach in the problem solving process.

## 3. Contents

**I)** Nature and sources of competitive advantage: Positioning: cost advantage and differentiation advantage.

**II)** The nature and sources of the cost advantage and its risks.

**III)** Analysis of the advantage of differentiation with respect to demand and supply.

**IV)** The strategic environment. Strategies for emerging and mature industries.

**V)** Strategy implementation and execution

**VI)** Different perspectives on strategy

## 4. Assessment

Course grade will be structure as follows:

1.	Homework and class activities	25 %
2.	Seminar activities	25 %
3.	Team presentation	20 %
4.	Final project/exam	30 %

In order to pass the course, 100% of attendance in seminars is mandatory. Also punctuality is an important issue. Class begins 10 minutes after 9:00 AM (group 2) or 11:00 AM (group 1). Entry will be forbidden after this time.

**Second call exam.** 100% of the grade will be based on a theoretical exam and will be applied on May.

## 5. Bibliography and teaching resources

### 5.1. Basic bibliography

David, Fred R. Strategic Management: Concepts and cases. 2008. Prentice Hall. 12th Edition.

De Witt, B; Meyer, R. Strategy: process, content, context. An international perspective. 2004. Thomson. Third Edition.

Grant, Robert M. Contemporary Strategy Analysis. 2005. Blackwell Publishing. Fifth Edition.

Hill, Charles W.L. Essentials of strategic management. South-Western College publishing. 2011.

Hill, Charles; Jones, Gareth. Strategic Management: An Integrated Approach. 2006. South-Western College Pub; 7th edition.

Hitt, Michael A.; Ireland, R. Duane; Hoskisson, Robert E. Strategic Management: Competitiveness and Globalization, Concepts and Cases. 2008. South-Western College Pub; 8th edition.

Mintzberg, Henry et al. Strategy Safari: A guided tour through the wilds of strategic management. 2005. Free Press.

Porter, Michael E. Competitive advantage: Creating and sustaining superior performance. 1998. Free Press, 1st Edition.

Scholes, Kevan et al. Exploring Corporate Strategy: Text and cases. 2008. Prentice Hall, 8th Edition.

### 5.2. Additional bibliography (periodicals & magazines)

Wall Street Journal, the Financial Times. Business Strategy Review, Harvard Business Review, MIT Sloan Management Review

## 6. Methodology

In the course, different pedagogical methodologies are used in order to reach the objectives:

1. Plenary sessions
2. Analysis of business problems and case studies
3. Textbook and readings guided classroom discussions and lectures
4. Preparation of group and individual assignments
5. Lectures
6. Final team project

### Cases presentations

In order to apply concepts from Business Strategy I and II students will form groups of 5-6 students and will present cases in class. This methodology gives students opportunity to exchange opinions and doubts, discussing the cases and the topics to be debated in general sessions with the rest of the group, in the same way that real managers in business meetings discuss their problems with other colleagues. Each student (the ones presenting and the rest of the group) will submit the individual analysis to Aula Global before class. Additionally each presenting group will upload the Power Point presentation the day they are scheduled to present. Presentations must last 40 minutes in total. In the follow table cases to be presented in class are detailed.

Cases to be presented by students		
Date	Team	Case
Jan 21	Team 1	Glastonbury – from hippy weekend to international festival
Jan 21	Team 2	Global forces and the Western European brewing industry
Jan 28	Team 3	Inside Dyson: a distinctive company?
Jan 28	Team 4	RED
Feb 5	Team 5	Cultural turnaround at club Med
Feb 5	Team 6	Madonna: the reigning queen of pop?
Feb 12	Team 7	Virgin: the global entrepreneur
Feb 12	Team 8	Lenovo computers
Feb 19	Team 9	Skype: innovators and entrepreneurs
Feb 19	Team 10	Final fantasy captures Lara Croft
Feb 26	Team 11	Easy solution
Feb 26	Team 12	Google: who drives the strategy?
Mar 5	Team 13	Hurricane Katrina: human-made disaster?
Mar 5	Team 14	Managing change at Aslana
Mar 12	Team 15	Ray Ozzie, software strategist

## 7. Activities Planning

Group	Type	Hours	Schedule of classes	Professor
1	Theory	30	Mon 11:00 to 12:30 Tue 11:00 to 12:30	José Luis M Marín Arandia <a href="mailto:jose.luis.marin@upf.edu">jose.luis.marin@upf.edu</a> Office hour: by appointment
2	Theory	30	Mon 9:00 to 10:30 Tue 9:00 to 10:30	
101	Seminar	9	Thu 10:30 to 12:00	Marc Lemenestrel <a href="mailto:marc.lemenestrel@upf.edu">marc.lemenestrel@upf.edu</a>
102	Seminar	9	Thu 13:00 to 14:30	
103	Seminar	9	Thu 14:30 to 16:00	
201	Seminar	9	Fri 10:30 to 12:00	Esteve Giraud
202	Seminar	9	Fri 13:00 to 14:30	
203	Seminar	9	Fri 14:30 to 16:00	

## Class schedule

Session	Date	Topic	Activity
1	Jan 7	Course intro	
2	Jan 8	Basics of Strategy review	Case method
3	Jan 14	Strategy vs no Strategy	Video case: Start – up.com
4	Jan 15	Business Strategy	
5	Jan 21	Business Strategy	Team 1&2 presentation
6	Jan 22	Corporate Strategy & Diversification	
7	Jan 28	Corporate Strategy & Diversification	Team 3&4 presentation
8	Jan 29	International Strategy	
9	Feb 4	Guest speaker	Wal Mart case
10	Feb 5	International Strategy	Team 5&6 presentation
11	Feb 11	Innovation & Entrepreneurship	
12	Feb 12	Innovation & Entrepreneurship	Team 7&8 presentation
13	Feb 18	Mergers, Acquisitions and Alliances	
14	Feb 19	Mergers, Acquisitions and Alliances	Team 9&10 presentation
15	Feb 25	Evaluating Strategies	
16	Feb 26	Evaluating Strategies	Team 11&12
17	Mar 4	Strategy development process Organizing for success	
18	Mar 5	Strategy development process Organizing for success	Team 13 & 14
19	Mar 11	Leadership & Strategic Change The practice of strategy	
20	Mar 12	Strategy development process Organizing for success WRAP-UP	Team 15

## Seminars schedule

### Group 1

Session	Date	Topic
1	February 1	Seminar 1
2	February 8	Seminar 2
3	February 15	Seminar 3
4	February 22	Seminar 4
5	March 1	Seminar 5
6	March 8	Seminar 6

### Group 2

Session	Date	Topic
1	January 31	Seminar 1
2	February 7	Seminar 2
3	February 14	Seminar 3
4	February 21	Seminar 4
5	February 28	Seminar 5
6	March 7	Seminar 6