



## **Strategic Management I (21.142)**

**Degree/study:** IBE/GRAU

**Course:** 3<sup>rd</sup> – 4<sup>th</sup> Year, 2013 - 2014

**Term:** 2<sup>nd</sup> Trimester

**Number of ECTS credits:** 5

**Hours of student's dedication:** 125 hours

**Language or languages of instruction:** English

**Professor:** Dr. Joan Freixanet ([juan.freixanet@upf.edu](mailto:juan.freixanet@upf.edu))

**Timetable:**

**Theory classes:**

Monday, 19:00 - 20:30; Tuesday, 19:00 – 20:30

**Seminars:**

Thursday 11:00 – 12:30; 14:00 – 15:30; 15:30 – 17:00

Friday 11:00 – 12:30; 14:00 – 15:30; 15:30 – 17:00

## **Course Description and Objectives**

Strategic management is about running *the total business enterprise*. It seeks to understand the challenges and the environment in which the business operates, the direction the management intends to head, the strategic plans for getting the enterprise moving in the intended direction and the tasks of implementing the chosen strategy successfully. This course aims to equip you with the core concepts, frameworks, and techniques of strategic management, which will allow you to understand what managers must do to make an organization – be it a for-profit or a non-profit one – to achieve superior performance.

Rather than focusing narrowly on a particular function of an enterprise, we will build on what you have learnt in other business courses and try to put the pieces together throughout this big-picture course. To achieve these purposes, the course will evolve around a theoretical and a practical base simultaneously. While the theoretical part concentrates upon the fundamental factors that determine business success, the practical part is all about acquiring deep insights into the determinants of business success from specific cases. The participants of this course, hence, are expected to wear a bird's-eye-view glass and yet pay intent attention to both the theoretical and practical parts of the course.

## **Course Content and Outline**

Various components of strategic management, such as tools of strategy analysis, sources of competitive advantage, strategies in different industry contents and the

fundamentals of corporate strategy are to be discussed throughout the course. The breakdown of the basic structure is as follows:

1. Introduction
2. Strategic Management Concepts. Company Goals and Performance.
3. External Analysis: An Overview of the External Environment. Competitive forces.
4. Internal Analysis: Strategic Groups, Resource and Capacity Analysis, Value Chain Analysis.
5. Strategies and Competitive Advantage: Competitive Positioning via Cost Leadership versus Differentiation. Technology as a competitive variable.
6. Business Strategies in Different Industry Contexts: Emerging versus Mature Industries
7. Corporate-Level Growth Strategies: Market penetration, Product and Market Development. Activity Expansion Scope of the Firm and Vertical Integration, Multinational Corporations. Diversification
8. Development methods: Internal Development. Mergers & Acquisitions.
9. Wrap-up

## **Materials**

### **Recommended text books**

- Grant, R.M. (2011) *Contemporary Strategy Analysis*, Text and Cases, 7<sup>th</sup> ed., John Wiley & Sons, Ltd.
- Hitt, M., Ireland, D., Hoskisson, R. (2004) *Competitive Strategy: Competitiveness and Globalization*, 6<sup>th</sup> ed., Cengage Learning.
- Porter M.E. (1980) *Competitive Strategy*, New York: Free Press.

The course material is accompanied by the teaching cases, which will be used in the seminars to understand how the topics that we are reviewing affect real-world problems.

## **Course Delivery**

The classes will be delivered through presentations. Following the completion of the discussion of main concepts, case analysis will be analyzed during seminars. The purpose of the chosen cases is not to cover all the issues covered in class, but to illustrate how various strategic management concepts shape the decisions on real-world problems.

## **Attendance And Participation:**

Experience shows that the student's success in this course highly correlated with regular attendance. Therefore, I recommend you to attend all class sessions, and, when applicable, to catch up with the class(es) missed before the next session. Students are responsible for any assignment announced in class and/or through Aula. Students are also expected to be prepared and participate actively in class discussions. Therefore, for each class session, you should familiarize yourself with the topics covered in the relevant chapters of the suggested textbooks or with the cases to be discussed in class.

## 4. Assessment

### Deliverables

#### Classroom performance

Classroom performance is evaluated individually. Past experience shows that students that attend classes regularly tend to obtain higher final grades. Moreover, class participation is an integral part of the learning experience in this course. Every session should be considered as a business meeting where participants will use their collective knowledge, experience, and brainstorm not only to discuss theoretical concepts, but also and mainly to analyze, discuss and solve complex business issues and problems. This means you cannot remain as a passive observer. You have to come to class prepared to analyze and act in genuine managerial situations.

#### Group case reports

Students will be asked to prepare group reports on the business cases we will study in the seminar hours. The report will be based on questions that will be distributed in due time for each case. The case reports are to be sent by email on **each Thursday midnight before the relevant seminar session**. **Late deliveries will lose points.** The discussion questions included for the case should provide the framework within which the case is to be analysed. This does not preclude the inclusion of additional issues that a group wishes to discuss, but the questions provided should be answered. In the write-ups, make sure to combine the analysis of the case with the conceptual material in the course. The write-up should be based on quantitative and qualitative information from the case.

#### Final group project

Students are expected to work on a final project.

SMEs (Small and Medium Sized Enterprises) are a company category which represents approximately 95% of companies in Spain (and over 90% in the EU). However, they have been relatively neglected by Management studies. In order to overcome this academic gap, the Final Group Project will be focused on studying a SME. The professor will give a list of SMEs, all of them companies which are starting to internationalize, and students will choose one of them.

For each company, a complete internal and external analysis will have to be carried out, which will lead to some strategic recommendations.

**The final deadline for handing in electronic copy of written case is on 2 march 2014.** The report should not be longer than 20 pages + references and appendix.

The last two weeks of theoretical classes are assigned to the presentation of the group projects. Regarding the report and its presentation, I suggest using visuals to summarize arguments, and being clear, succinct, and to the point. Each group has 15 minutes to present its report. All students are required to be present during all presentation days.

Formatting for the assignments & exercises:

Times New Roman

1.1-spaced

Font 12

Justified

Margins: Top 2,5 cm; Bottom 2,5 cm; Left 3 cm; Right 3 cm.

Reference system

## Grading

The course is graded from 0 to 10 points. Passing the course necessitates *an average grade of 5.0 points in total*.

At the ordinary term, the final grade for the course will be determined on the following basis:

Class Participation and Case Studies	30%
Final Project	30%
Final exam	40%

Assessment Elements	Deadlines / Time Period	Weight
Individual classroom performance and Case Studies	Throughout the course (both theory and seminar sessions)	30%
Final group project & presentation	Due on 2/ 03/ 2014	30%
Final exam	17 – 28 march	40%

### Terms and conditions for extraordinary exam sitting:

At the extraordinary exam sitting, the final grade for the course will be determined on the following basis:

Exam	50%
A project	50%

### Further specifications on grading and assignment rules:

1. Both for the ordinary and extraordinary grading periods, all evaluation items are compulsory. Therefore failing to deliver assignments, save for justified reasons, imply 0 in that item. Failing to deliver any assignment implies the qualification of "Not Attended".
2. If two (or more) students (or groups) turn in same / very similar assignments or quizzes, both items will be graded as zero points.
3. Late delivery of any assignment implies losing points.

### TENTATIVE COURSE SCHEDULE 2013-2014

Course Overview: What is Strategy? 07.01.2014	Strat. Management Concepts 13.01.2014	Company Goals and Performance 14.01.2014
Guest Speaker 20.01.2014	External Analysis – General Environment and Industry Analysis 21.01.2014	Internal Analysis (I) – Strengths and Weaknesses 27.01.2014
Internal Analysis (II) – Resources and Capabilities 28.01.2014	Competitive Positioning Through Cost Leadership 03.02.2014	Competitive Positioning Through Differentiation 04.02.2014
Competitiveness in Mature Industries 10.02.2014	Innovation and Competitiveness in Emerging Industries 11.02.2014	Corporate Strategy I: Vertical Integration/Scope of the Firm 17.02.2014
Corporate Strategy II: Diversification. 18.02.2014	Current Trends in Strategic Management 24.02.2014	<i>Wrap-Up</i> 25.02.2014
Final Project Presentations 03.03.2014	Final Project Presentations 04.03.2014	Final Project Presentations 10.03.2014
Final Project Presentations 11.03.2014		