1. INTRODUCTION

This introductory course to the area of strategic management aims to provide students with a thorough understanding of the issues underlying value generation in business. Strategic management integrates various disciplines such as organizational behavior, marketing, and finance into an overarching framework that helps managers and entrepreneurs see the big picture.

Strategic management can be decomposed into two distinct but interrelated parts: strategy formulation and strategy implementation. Strategy formulation involves analysis and decision-making and aims to answer the question “what should a company/organization do in order to achieve its goals?” while strategy implementation involves execution and tries to answer the question: “how should a company organize in order to implement its strategy?” Furthermore, in today’s business environment global and technological issues play a dominant role more than ever. Thus in order to formulate and implement strategies managers and entrepreneurs require a deep understanding of global issues and the evolution of technology and strategic management involves the management of the international environment and management of technology.

2. COURSE OBJECTIVES

The objective of this course is to introduce you the concepts and various models, theories, and tools that will allow you to effectively analyse complex competitive situations and make decisions that increase a firm’s competitive standing vis-à-vis its competitors.

The course is designed to:

- learn the process of strategy formulation and implementation as practiced by leading companies
- learn how to analyze the structure of an industry
- learn how to analyze the competitive position of a company
- learn how to analyse global environment of the business
• integrate the analysis of technology, industry, and the global environment into a systematic analysis of the future scenarios.
• learn about the problems related to the implementation of strategies
• understand how organizations functions and how concepts such as organizational culture, organization structure, and power work in organizations.

By the end of the class, the students will have developed skills that will allow them to design and implement successful strategies for both small and large organizations. These skills will be helpful throughout your careers since they will allow you to see the big picture, but they are particularly relevant for founding start-ups, working in consulting companies and working in strategy departments of large corporations.

3. METHODOLOGY AND ECTS WEIGHTING

<table>
<thead>
<tr>
<th>Educational Methodology</th>
<th>ECTS</th>
<th>Study Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 Theoretical Sessions (in class)</td>
<td>10%</td>
<td>22.5 hours</td>
</tr>
<tr>
<td>15 Practical Sessions (in class)</td>
<td>25%</td>
<td>37.5 hours</td>
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<tr>
<td>Group Work (outside class)</td>
<td>40%</td>
<td>60 hours</td>
</tr>
<tr>
<td>Individual Study (outside class)</td>
<td>20%</td>
<td>30 hours</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>100%</td>
<td><strong>150 hours</strong></td>
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4. CONTENT

**PART 1: INTRODUCTION**

SESSION 1 – Introduction to Strategic Management. The Concept of Strategy

**PART II: STRATEGY FORMULATION**

SESSION 2
MACROECONOMIC ENVIRONMENT.

SESSION 3
MACRECONOMIC ENVIRONMENT.

SESSION 4
INDUSTRY ANALYSIS

SESSION 5
INDUSTRY ANALYSIS
SESSION 6
RESOURCES AND CAPABILITIES. SWOT ANALYSIS. VALUE CHAIN ANALYSIS

SESSION 7
RESOURCES AND CAPABILITIES. VALUE CHAIN ANALYSIS

SESSION 8
STRATEGIC POSITION. STRATEGIC OPTIONS

SESSION 9
STRATEGIC POSITION. STRATEGIC OPTIONS

SESSION 10
THE PROBLEM OF COOPERATION. COMPETITIVE DYNAMICS

PART III: CORPORATE-LEVEL STRATEGIES

SESSION 11
STRATEGIC DIRECTIONS. DIVERSIFICATION. PORTFOLIO MATRICES

SESSION 12
STRATEGIC DIRECTIONS. DIVERSIFICATION. VERTICAL INTEGRATION

SESSION 13
INTERNATIONAL STRATEGY

SESSION 14
INTERNATIONAL STRATEGY

SESSION 15
INTERNATIONAL STRATEGY: Distance and Global Strategy

SESSION 16
STRATEGY METHODS AND EVALUATION

SESSION 17
STRATEGY METHODS: CORPORATE ACQUISITIONS

SESSION 18
MID-TERM EXAM AND CONCLUSIONS
PART IV – STRATEGY IMPLEMENTATION

SESSION 19
COMPANIES ORGANIZATION AND STRUCTURE

SESSION 20
COMPANIES ORGANIZATION AND STRUCTURE

SESSION 21
HOW TO MAKE A STRATEGIC PLAN

SESSION 22
STRATEGIC PLANNING PROCESS

SESSION 23
STRATEGIC PLANNING PROCESS

SESSION 24
STRATEGY IMPLEMENTATION: HOW TO DO IT

PART V – DECISION-MAKING PROCESS, ETHICS AND CULTURE

SESSION 25
DECISION- MAKING PROCESS

SESSION 26
CULTURAL ISSUES IN INTERNATIONAL BUSINESS

SESSION 27
HOW TO MANAGE A REAL COMPANY

SESSIONS 28 & 29
GROUP PRESENTATIONS

SESSION 30
FINAL EXAM

5. ATTENDANCE

University policy regarding mandatory attendance states that students should attend to at least 70% of the sessions. Absences do not need and should not be excused. We assume that most absences, whatever their cause, can be accommodated within the allowed 30%. Only on extremely special cases (ie, a long illness) the rule can be reconsidered and you should notify me for authorization. If a student exceeds the allowed 30%, he/she should get a 0 in the course. (Nevertheless he/she can be allowed to continue the learning process, receiving feedback on the
class work and taking the exams, although this will not change his/her grade). Campus online provides a tool to keep track of attendance.

6. EVALUATION SYSTEM

The final grade will be based on both individual, 60%, and group, 40%, work. The evaluation is based on:

Individual:
- Class participation 20%
- Mid-term exam 10%
- Final Exam 30%

Group Final Report:
- Oral presentation 20%
- Written report 20%

6.1. EXTRAORDINARY EXAMS

Those students that fail this class can take an “extraordinary” (retake) exam in July. This exam will cover all materials, it requires a minimum of 5 to pass the class, and the total final grade for the class can never be more than an 8. If this July exam is failed, student can take a 3rd time, no class attendance is required but the grade will be the sum of Midterm and Final exam, and the maximum grade for the class will be an 8. If failed again, students can take a 4th, and last time exam in July of the following year, again with a minimum of 5 required, and a maximum grade for the class of 8.

However, students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enroll again in this course next academic year).

6.2. LAPTOPS IN CLASS

This subject does not require the use of a laptop in class; nevertheless, if you want to bring your laptop, please contact your professor.