



## **STRATEGIC MANAGEMENT II**

SECOND TERM. ACADEMIC YEAR 2010-2011

### **TIMES:**

Monday, 12:00-13:15

Tuesday, 10:00-11:15

Wednesday, 12:00-13:15

### **Purpose of the course**

This course aims at familiarizing students with the tasks that every General Manager and his team have to master and be aware of in order to achieve a successful implementation of the company's strategy. These tasks include:

- Designing effective organizations.
- Managing the Strategic Planning and Control Process.
- Creating, acquiring, transferring, and retaining knowledge.
- Interpreting insightfully the environmental change and its organizational impact.
- Understanding how power and influence issues affect organization's key decisions and how executive build their own intra and interorganizational networks.

The course is organized in two parts as follows:

#### Part I

1. The structuring of organizations.
2. Planning and strategic planning.
3. Making decisions: Bounded rationality.
4. Knowledge and learning in organizations
5. Innovation and entrepreneurship

#### Part II

1. Corporate Governance
2. Using Power and Influence in Organizations
3. Managing through socialization and culture in Organizations
4. Building and managing intraorganizational networks
5. Building and managing interorganizational networks
6. Social capital of organizations
7. Restructuring and leading change

## STRATEGIC MANAGEMENT II

SECOND TERM. ACADEMIC COURSE 2010-2011

### GRADING POLICY

#### Evaluation at the ordinary term:

The final grade for the course is calculated as an average of the grades obtained at the:

- Final exam (individual) 50%
- Individual participation 25%
  - *Class participation (attendance, interest), 10%*
  - *Online participation-Aul@esci, 15%*
    - *(forum entries, online tasks)*
- Group participation 25%
  - *Online participation-Aul@esci, 5%*
    - *(forum entries, online tasks)*
  - *Final case presentation and report , 20%*

The course is graded from 0 to 10 points. To pass the course, the final averaged grade should be 5,0 or more. A minimum of 2,5 (in a range from 0 to 10) is required for the final exam and the group assignment. Not attending the final exam or the group assignment will be graded as NP (*no presentado*).

#### Evaluation in September:

The final grade for the course will be calculated as:

- September exam 100%

To pass the course, the average grade should be 5,0 or more.