



STRATEGIC MANAGEMENT II

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

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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 50%
- Class participation (*attendance, active, aula-esci*) 15%
- Individual assignments 10%
- Group assignment (*case – report and presentation*) 25%

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 75%
- Group assignment 25%

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