INTRODUCTION

In today’s turbulent business environments, firms are exposed to increasingly frequent drastic and disruptive changes, that make even well proven business models become under question or even obsolete. In this context, business leaders must focus, not only in the administrative or operational challenges that running a firm demands, but also in developing an insightful understanding of the overall characteristics of the industrial sector where they compete, and of its main future trends, including, economical, political and cultural factors. Additionally, business leaders need to have a deep awareness of the strenghts and weaknesses of the firms they run, in order to match adequately the characteristics of the goods and services they provide to market requirements. This is what Strategic Management is about.

COURSE OBJECTIVES

The course aims at developing the necessary skills to perform sound strategic analyses of any kind of industries. For that purpose, several frameworks for strategic analysis will be presented, and case studies will be discussed with the purpose of appreciating how real life companies make strategic decisions.
The objectives of the course are to help you:

1. To root your analysis of businesses in frameworks that will ease the identification of their key features. You should be able to determine whether a business is attractive or not.

2. To conceive business strategies that may be applied to real life business. You should be able to justify the merits of different strategic initiatives using the same kind of arguments that a manager would use.

3. To understand which are the sources of competitive advantage or disadvantage of a particular business. You should be able to propose initiatives aimed at strengthening or developing resources and capabilities.

4. To understand under which conditions might two business gain advantage because of being run by the same firm. You should be able to assess critically the relative merits of diversification decisions.

5. To understand when collaboration initiatives with other firms for specific projects can be convenient or dangerous for our company. You should be able to categorize strategic alliances and diagnose their future prospects.

TOPICS

1. Introduction

2. Strategic Management Concepts

3. Competitive Strategy:
   3.1. The External Environment
   3.2. The Internal Environment:
   3.3. Business-level Strategies: The Positioning School

MIDTERM EXAM
4. Competitive Dynamics and Game Theory

5. Cooperative Strategies. Strategic Alliances

6. Innovation Management

7. Introduction to International Strategy

8. Creating Value: Economic and Social Value

9. Corporate-level Strategy
   9.1. Diversification
   9.2. Governance
   9.3. Mergers and Acquisitions

10. Summary and Review

FINAL EXAM

Bibliography

Suggested Reading:


Required Readings and Cases to be announced when the course begins.
STRATEGIC MANAGEMENT I

Evaluation at the ordinary term:

The final grade for the course is calculated as an average of the grades (with a corresponding weight, %) obtained at the
1) midterm exam (25%),
2) final exam (50%),
3) the grade for class participation (15%),
4) the grade for the presentation and report (10%).

The course is graded from 0 to 10 points. There are no minimum required grades for each component of evaluation. To pass the course, the average grade should be more or equal to 5 points.

Evaluation at the extraordinary in September:

The final grade for the course is calculated as an average of the grades (with a corresponding weight, %) obtained at the
1) midterm exam (15%),
2) September exam (85%),

The course is graded from 0 to 10 points. There are no minimum required grades for each component of evaluation. To pass the course, the average grade should be more or equal to 5 points.