

COURSE SYLLABUS

1. COURSE DESCRIPTION

Degree:	Administración y Dirección de Empresas (English teaching)
Double Degree:	Derecho y Administración y Dirección de Empresas (English teaching)
Course:	STRATEGIG MANAGEMENT II Dirección Estratégica II - English teaching)
Module:	Business Organization
Department:	Business Organization and Marketing
Term:	Second term
Total Credits:	6
Year:	4th/5th
Type of Course:	Obligatory
Course Language:	English

Teaching model:	B1	
a. General/background:		60%
b. Theory-into-practice/developmental knowledge-building		40%
c. Guided Academic Activities:		

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3. ACADEMIC CONTEXT

3.1. Course Description and Objectives

1. Business strategy or competitive strategy is concerned with how a firm competes within a particular market. But the topic that we will study in this semester is mainly about *Corporate Strategy* which is concerned with where a firm competes, decisions that define the scope of the firm.
2. Our goal is to understand the roots of success key factors on the emergent and mature industry, to continue with the main topics of corporate strategy. We begin with vertical integration because it takes us to the heart of many of the issues relevant to determining the optimal scope of the firm and in particular, the role of transaction costs in drawing the boundaries of the firm and the types of relationships between firms.

3.2. Contribution to the Training Plan

As this course is offered in the 4th Year of the Degree, students are expected to already have a grasp on basic business-related terms and concepts, as well as understand each and every one of the *functional areas* within a company. Thus, *Strategic Management II* provides students with a broad, comprehensive overview of the relative efficiencies of firms and markets in organizing economic activity and apply the principles of transactions cost economics to determining the boundaries of the firm. Furthermore, the students will learn to apply the tools of industry analysis to global industries, including the impact of trade and direct investment on industry structure and competition and appraising the critical differences between national markets within the same industry. In short, this course falls under the broader academic umbrella of *Market Research & Marketing*, *Financial Economics & Accounting*, and *Business Organization*; it serves to expose students to the fundamental concepts underpinning these areas of knowledge and provides them with a holistic vision of how companies work in their industries and the suitable scope that they should have to act strategically to get the competitive advantage in a sustainable way.

3.3. Recommendations or Prerequisites

It is advisable students to priory take Strategic Management I.

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4. SKILLS

4.1 Degree Skills Developed during this Course

General Skills:

- Capacity for analysis & synthesis;
- Problem-solving skills;
- Decision-making skills;
- Capacity for critical thinking;
- Collaborative learning/Teamwork skills;
- Leadership skills;
- Interpersonal skills;
- Ability to put theory into practice;
- Capacity for learning and refreshing knowledge;
- Autonomous learning skills/Self-sufficiency.

4.2. Module Skills Developed during this Course

Instrumental Skills:

- Analysis and synthesis skills
- Organization and planning skills
- Oral and written communication in a foreign language
- Skills to obtain and analyze information from different sources
- Decision making and problem-solving skills

Personal Skills:

- Team work and interpersonal relations skills
- Personal relations skills
- Ethical compromise within the work place

Systemic skills:

- Autonomous learning skills
- Creativity
- Leadership
- Initiative and entrepreneurship

4.3. Course Specific Skills

Cognitive (Knowledge):

- Knowing the role of competition and the pursuit of competitive advantage.

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- Understanding the roots of success and failure, and knowing full well the development of a business strategy, its origins and history.
- Know the main lines of current strategic thinking. Learn the techniques for analyzing the industry environment and to the internal diagnosis of the company, its resources and capabilities.
- Knowing the determinants of corporate strategy and business strategy.

Procedural / Instrumental (Know how):

- Ability to identify the determinants of industry profitability.
- Be able to perform a sector analysis and identify key success factors.
- Knowing how to perform an internal analysis of the resources and capabilities of the firm (strengths and weaknesses), and then select an appropriate strategy. Strategic thinking (ability to understand the changing environment, market opportunities, competitive threats, and the strengths and weaknesses of any organization in identifying the best strategic response).
- Analytical ability (ability to analyze, organize and present relevant data and set options facing the strategic definition of the organization).

Attitudinal (Ser)

- Motivation to study and analysis of trends in strategic management and business policy.

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5. COURSE CONTENT (COURSE TOPICS)

UNIT I.- INDUSTRY ANALYSIS

TOPIC 1: *COMPETITIVE ADVANTAGE & EVOLUTION WITHIN THE SECTOR*

1. Introduction & objectives
2. Life cycle model
3. Evolution of sectorial & competitive structures
4. Summary & conclusions

TOPIC 2: *INNOVATION MANAGEMENT & COMPETITIVE ADVANTAGE IN TECH-INTENSIVE SECTORS*

1. Introduction & objectives
2. Characteristics of technology-intensive sectors
3. Competitive advantage in technology-intensive sectors
4. Strategic technology management
5. Implementing strategy

TOPIC 3: *COMPETITIVE EDGE IN MATURE SECTORS*

1. Implementing strategy
2. Key factors of success in mature markets
3. Cost advantage
4. Segmentation & client selection
5. The quest for differentiation
6. Innovation in mature sectors

UNIT II.- CORPORATE STRATEGY

TOPIC 4: *THE BUSINESS ENVIRONMENT: VERTICAL INTEGRATION*

1. Introduction & objectives
2. Transaction costs & the business environment
3. Costs & benefits of vertical integration
4. Designing vertical relationships

TOPIC 5: *DIVERSIFICATION STRATEGY & MANAGEMENT IN DIVERSIFIED CORPORATIONS*

1. Introduction & objectives
2. Trends over time
3. Why diversify?
4. Diversification & competitive advantage
5. Diversification & performance



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TOPIC 6: GLOBAL STRATEGIES AND MULTINATIONAL CORPORATIONS

1. Implications of International Competition for Industry analysis
2. Analyzing competitive advantage in a international contex
3. Applying the framework: International location of production
4. Applying the framework: Foreign entry strategies
5. Multinational Strategies: Globalization versus National Differentiation
6. Strategy and Organization within the multinational corporation



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6. METHODOLOGY AND RESOURCES

Upon the attendance to theory sessions, professors may invite experts in the Strategic Management area in order to present topics key to the subject, or show students documentaries related to the subject.

Practical sessions will include the discussion of readings assigned to the students based on business press (domestic or international), magazines, articles in scientific journals, cases, etc. With this type of activity professors will leverage the learning process by students, their active participation and the exchange of ideas with the rest of the students. Along the development of the activities, the professor may recommend a bibliography the student will need to follow so that the education process of the student is implemented.

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7. ASSESSMENT

Students will be assessed based on the following:

1) Theory (EB, enseñanzas básicas) and specific and instrumental competencies acquired will be assessed through an exam corresponding to 60% of the final grade (40% multiple choice, 20% short questions). In order to pass the exam and the subject, the student will need to independently pass each of the two parts (multiple choice and short questions).

2) Practice (EPDs) will be assessed through continuous evaluation which may include both, exams or the completion of individual or group activities. Thus professors will be able to check that the students have acquired the skills to apply the knowledge learned. Evaluation of practice will correspond to 40% of the final grade. In any case, the grade obtained by the student through practice (EPDs) will be saved for the following two official calls in each course. The student who does not attend practice (EPDs) or does not complete the activities assigned will be assessed based on the theory (maximum 60%) and will not be able to recover the 40% practice-based part of the grade by any mean.

Student mobility:

Those UPO students who are not able to attend seminars due to being abroad under official mobility programs (Socrates-Erasmus, Séneca, Atlanticus...) will have an additional exam, or work that will be clearly defined, in order to obtain the 40% of the grade corresponding to the continuous evaluation. Students in this situation must inform the responsible lecturers before the 30th of April. Any failure to inform the teacher in the given date can only be waived if it comes supported by the Academic Coordinator of the student's mobility contract.

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8. BIBLIOGRAPHY

1. Grant, Robert M. (2004): Dirección Estratégica: Conceptos, técnicas y aplicaciones. Ed. Civitas, Madrid.
2. Johnson Gerry y Scholes Kevan (2000): 5ª edición: Dirección Estratégica. Prentice-Hall.
3. Navas López, José E. y Guerras Martín, Luis A. (2006): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones. 4ª edición. Thompson-Civitas.
4. Navas López, José E. y Guerras Martín, Luis A. (2000): Casos de Dirección Estratégica de la Empresa; 2ª Edición. Civitas.