

Mandatory

COMPETITIVE AND CORPORATE STRATEGY

4 ECTS

METHODOLOGY

The course will mainly use the case method. Through the discussion of cases from different companies and sectors, students will be able to develop their analytical, critical thinking and communication skills. The teacher will make presentations of the main concepts and tools that will help to reinforce and complement the theoretical base provided by reading the technical notes and articles. Additionally, a group work will be carried out where the student will make decisions from the perspective of the general management.

LEARNING OBJECTIVES

This Competitive and Corporate Strategy course aims to provide students with a deep understanding of the external and internal factors that shape the company's ability to create value. Throughout the course, students will become familiar with concepts, models and tools that will allow them to analyze the industry, understand the competitive situation of the company and interpret the competitive dynamics, both at the individual business level and at the corporate level. The course is developed to instill a strategic mindset that enables students to go beyond the simple application of tools, so that they can improve their strategic decision-making within their own company.

PROGRAM

SESSION 1

The concept of strategy

CP: Can you say what your strategy is? (HBRA Latin America R0804E-E) AI: What is strategy? (HBRA Latin America R0811M-E)

Recommended reading: Chapter 1 of the book "STRATEGIC DIRECTION: CONCEPTS, TECHNIQUES AND APPLICATIONS (8th Edition) "by Robert Grant

SESSION 2

Structural analysis of a sector

DM: The Strategic Analysis Tool: The Five Forces (DG01-275-M) NT: The Breakfast Cereal Sector in 1994 (A) (HBS 710-S07) Recommended reading: Chapter 3 of Robert Grant's book

SESSION 3

Strategic and competitive analysis

DM: The SWOT analytical tool (DE2-105-M)

DM: Abadía Retuerta Winery. Tradition and innovation (DE1-118-M)

Recommended reading: Chapter 5 of Robert Grant's book

SESSION 4

Positioning. - Generic strategies: costs

CP: Creating a Competitive Advantage (HBS 702-S03) CP:

Wal-Mart Stores, Inc. (HBS 706-S15)

Recommended reading: Chapter 7 of Robert Grant's book

SESSION 5

Positioning. - Generic strategies: Differentiation

CP: Tesla Motors (HBS 715-S14)

Recommended reading: Chapter 9 Robert Grant

SESSION 6

Positioning. - Generic strategies: Targeting

CP: Airborne Express A (HBS 705-S28)

Recommended reading: Chapter 10 Robert Grant

SESSION 7

Corporate Strategy: Diversification, Internationalization and Vertical Integration

SESSION 8

Diversification

CP: LVMH & Bulgari, luxury time (A) (DE1-189-A) CP:

LVMH & Bulgari, luxury time (B) (DE1-189-B) DM:

Diversification of companies (DE2-106-M)

Recommended reading: Chapter 13 of Robert Grant's book

SESSION 9

Internationalization

CP: Grupo Bimbo (HBS 708-S20)

Recommended reading: Chapter 12 of Robert Grant's book

SESSION 10

Vertical integration

NT: The vertical integration decision (DE2-122)

CP: The Cola Soda War Continues: Coke and Pepsi (HBS 707-S06)

Recommended reading: Chapter 11 of Robert Grant's book

SESSION 11

A little bit of almost everything (1)

CP: Ice-Fili (HBS 704-S21)

In this session, a compendium of what has been learned in the entire signature will be made through a complete review of a case

SESSION 12

A little bit of almost everything (2)

CP: Amazon.com, 2018 (HBS 718-S08)

In this session, a compendium of what has been learned in the entire signature will be made through a complete review of a case

SESSION 13

Final review Competitive and Corporate

Strategy A real strategic plan

SESSION 14

Working Group Presentations

SESSION 15

Individual final exam

EVALUATION SYSTEM

Criterion	Percentage	Comments
Class participation	30%	
Team work	20%	
Final exam	50%	

The final note is formed as follows:

- Class participation 30%

The criterion for evaluating participation is the quality and relevance of the interventions, and not the number of them. It is an evaluation with a high degree of personal appreciation by the teacher, so there is no doubt about its subjectivity.

- Preparation and presentation of a practical case in class per group 20%

Each group will choose a company, of which it will carry out a strategic analysis and will make a series of recommendations to improve its positioning.

Presentations will be made in session 14. Each group will have 15 minutes to present the case.

The order of presentation of each group in each session will be drawn in the first session of the program.

The written report of each work must be sent to the teacher (Word format or similar) on the Monday before the session and must not exceed 10 pages (plus 5 pages of annexes).

- Individual exam 50%

The exam of the last session will consist of the analysis of a practical case that will be delivered in advance. Questions will be asked about the case, possibly including a theoretical question in order to relate concepts seen in class.

FAIL AND THE EXTRAORDINARY EXAM

If the student receives a failure - Fail - in the subject, they will have the opportunity to appear for an Extraordinary Call in order to achieve enough credits to graduate.

The extraordinary test will take place between 5 and 10 business days after the date of the review session.

The result of this extraordinary test will be limited to Low Pass or Fail.

Both grades, the Fail of the subject, as well as the grade obtained in the extraordinary test, will appear on the student's transcript. For the calculation of the GPA, however, only the qualification of the extraordinary test will be taken into account. Those students who are evaluated with Fail in the extraordinary test of a subject will not be able to continue in the program.