

TEACHING GUIDE

Course Information	
Full name	Strategy 4: Implementation
Code	0000012170
Degree	Master's Degree – Master International Management (MIM)
Taught in	Advantere School of Management
Level	Postgraduate Official Master's Degree
Term	Semester
Credits	3,0 ECTS
Type	Mandatory
Person in charge	Robert Antonides Campos
Office hours	Continuous availability via email

Professor Information	
Professor	
Name	Alfonso María Saez Alonso-Muñumer
Department / Area	Advantere School of Management – Strategy
Office	Continuous availability via email
Email	a.saezalonso@advantere.org

SPECIFIC COURSE INFORMATION

Course contextualization
Contribution to the professional profile of the degree

This course, which is the second part of Strategic Management offered in two parts, Strategic Management I (planning) and Strategic Management II (Implementation), each of 3 ECTS, provides a knowledge and understanding of the essential factors of the Strategic Management of the company. As a whole, it studies the process of strategy development, industry analysis, analysis of the competitive environment, internal analysis of the company, analysis of competitive positioning and competitive advantage, strategy formulation, and strategy implementation and monitoring. Topics covered also include Strategic Management, the development of the Vision and Mission of the company, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), the different levels of Strategy (Corporate, Business, Functional). Knowledge of the main theories, models and tools of sectorial and business strategic analysis will be acquired, also studying complex situations that allow to illustrate their application in each case, developing capacities to identify and analyze in practice the different business models and management of companies and organizations; as well as to design strategic alternatives and to be able to lead strategic reflection processes.

The objective of the course is to provide the student with an overview of the business strategy formulation process and the tools and methods used for strategy development, implementation and monitoring. The student will be able to analyze, understand and discuss business strategy concepts faced by a company's top management.

Upon completion of the course, the student will be able to:

- Understand and have a comprehensive view of the process of business strategy development and strategic management.
- Understand the stakeholders involved in strategy development.
- Analyze and diagnose the external and sectorial environment
 - o Definition of the main elements, magnitudes and agents that characterize a given sector.
 - o Identification of Key Success Factors.
 - o Determination of the macro and micro-environmental elements that condition the evolution of the sector.
- Analyze and diagnose the internal environment of the company.
 - o Identification of the business model and its strengths and weaknesses.
 - o Assessment of the value proposition of the products and/or services provided by a company in the market and their relationship with those of the competition.
 - o Definition of the value chain of a company's activities and identification of the most important areas.
- Understand and execute a complete strategic analysis.
- Formulate business strategies
- Understanding the keys to successful strategic implementation
- Design and implement business strategy monitoring processes.

The course is designed to be taught in two main blocks. The content of the first block (Strategic Management I - Planning) will focus on the definition of business strategy and strategic management; on the analysis of the internal environment (Macroeconomic Analysis, Industry Analysis, and the analysis of competitors, markets and customers) and the analysis of the internal environment (capabilities and competencies). The second block (Strategic Management II - Implementation), will focus on the business strategy formulation process (business strategy, corporate strategy, international strategy, innovation) and on the critical aspects of a successful strategy implementation.

Competences - Objectives

Competences

CG 01. Cognitive skills of analysis and synthesis applied to global business situations and international organizational management issues.

RA 1. Be able to deal with the analytical study of cases and scenarios, as well as to carry out information and data synthesis.

CG 02. Information and data management as key elements for decision making and the identification, formulation and resolution of business problems.

RA 1. Be able to search for and analyze information from diverse sources.

RA 2. Search for, know, synthesize and appropriately use primary and secondary data from various sources.

RA 3. Discern the value and usefulness of different sources and types of information, contrasting them, critically analyzing them and incorporating assessments own valuations.

RA 4. Incorporate the information into own discourse. RA 5. Proper citation of sources used.

CG 03. Ability to develop and execute in different phases international business management projects in groups based on real situations real situations.

RA1 - Ability to engage in the development of experimental collective projects based on the real world, managing and aligning the client's needs with the available resources, optimally distributing the work, communicating and projecting its different phases, proposing real solutions and making efficient all interactions with the team, clients and other stakeholders.

CG 04. Exercise a global mindset applied to listening, negotiating and working in multidisciplinary teams to be able to operate effectively in a variety of roles and, where appropriate, assume leadership responsibilities in an international organization.

RA 1. Use dialogue to collaborate and build good relationships.

RA2. Listen to the opinions of others and establish constructive dialogues.

RA 3. Be able to conduct a persuasive exchange of ideas through a negotiation process to reach agreements with others.

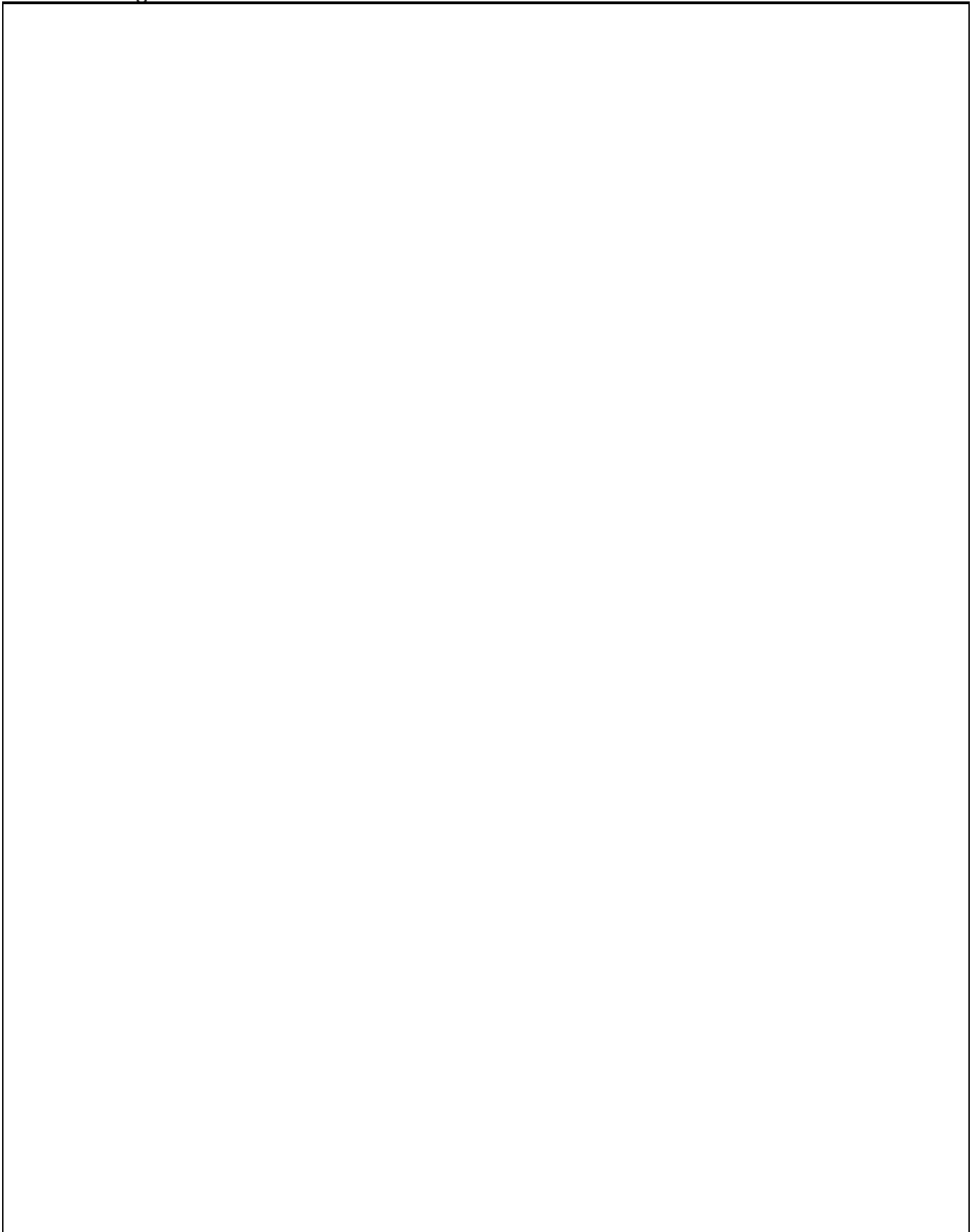
RA 4. Learn the technique of debate and public speaking and know how to use it in professional matters.

RA 5. Evaluate the potential of conflict as an engine of change and innovation.

RA 6. Communicate ideas in an effective and well-argued manner.

RA 7. Seek out the value of other team members and enhance their skills and strengths, making them feel they are an important part of the team.

RA 8. Lead the work of the team, organizing and delegating tasks correctly.



CG 05. Ethical commitment in the application of universal moral values and of the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity.

- RA 1. Assume the deontology and values associated with the performance of the profession.
- RA 2. Pursue excellence in professional performance.
- RA 3. Assume a responsible attitude towards people, and with the means and resources that are used or managed in an organization.
- RA 4. Worry about the consequences that one's own activity and behavior may have on others.
- RA 5. Incorporate in discourse and in proposed actions, the consequences that these may have for the different stakeholders of a global organization.
- RA 6. Understand and appreciate different cultural and ideological perspectives.

CG 07. Use critical thinking for decision making and problem solving in the management processes of international companies or organizations.

- RA 1. Be able to organize and meet deadlines assigned to tasks.
- RA 2. Prioritize time and energy when carrying out studies.

CG 08. Recognition as global citizens the value of diversity and intercultural dialogue as a source of human enrichment.

- RA 1. Respect, value and celebrate diversity and have a cosmopolitan mindset.
- RA 2. Be interested in learning about and critically reflecting on global issues and how they interact in one's own life and the lives of others.
- RA 3. Feel part of a global society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist.
- RA 4. Actively participate in activities that expose oneself to opinions and realities different from one's own.

SPECIFIC

CE 01. Knowledge of the key characteristics and dimensions of today's global business environment and an understanding of the external forces that can influence international business activity and the practice of multinational management.

- RA 1. Be able to critically analyze the nature of globalization and assess its impact on business and international management.
- RA 2. Describe the evolution and the main dimensions of globalization.
- RA 3. Explain the functions of the different institutions and organizations on which the management of the current global scenario is based.
- RA 4. Learn and understand a variety of theories, models and tools that can be applied to analyze and assess the global business environment and to solve problems and case studies.
- RA 5. Describe the main theories of trade, liberalization and internationalization used to understand today's global business environment.
- RA 6. Critically evaluate the regulatory environment in which international businesses operate.
- RA 7. Identify salient issues impacting the global business environment (such as social responsibility and ethics; environment; global financial crisis) and evaluate the various responses of companies and other international organizations to these issues.

CE 02. Understanding and contextualization of internationalization as part of a company's corporate strategy, aimed at achieving a sustainable competitive advantage.

- RA 1. Be capable of assessing the internationalization strategy as part of corporate development.
- RA 2. Learn the theories, models and tools that link the internationalization strategy with the mission, vision and objectives of the organization, and be able to apply them in real situations.
- RA 3. Learn the theories, models and tools that analyze the implications of the internationalization strategy for the stakeholders with whom the company has a relationship, and be able to apply them in real situations.
- RA 4. Learn and apply strategic analysis models and tools (external and internal), and be able to identify threats, opportunities, weaknesses and strengths for a real international company.
- RA 5. Be able to define different competitive strategies for a company operating simultaneously in different markets, reflecting on the best option to translate these strategies to each geographical context (degree of coordination vs. degree of independence).
- RA 6. Understand and reflect on the handicaps of different types of organizations in the internationalization process (large companies, SMEs, global start-ups).

CE 03. Knowledge and assessment of the adequacy of the different internationalization strategies and of the different possible organizational structures according to the geographical and sectorial context for an internationalized company.

- RA 1. Be able to identify the key strategic decisions in the internationalization process of a company.

RA 2. Learn and apply to real situations different theories, models and analysis tools to address the choice of destination countries in the internationalization process of a company.

RA 3. Learn the different possible modes of entry into a new geographic market, as well as the risks associated with each of them, being able to apply this knowledge to make practical recommendations.

RA 4. Be capable of defining which internationalization strategy is most appropriate in each case, considering its implications in terms of transferring the organization's competitive strategy.

RA 5. Identify potential sources of competitive advantage in different markets and determine which competencies need to be developed and managed offshore and which need to be managed centrally.

RA 6. Design the most appropriate organizational structure for the internationalization strategy defined in a specific company.

RA 7. Be able to identify the key strategic decisions in an internationalization process, depending on whether the company is an SME, a global start-up or a large multinational company.

CE 10. Ability to identify and understand the most current dynamics and practices in the management of global companies, applying them, if necessary, to real-life situations where appropriate.

RA 1. Show interest in extending one's training and be up to date in one's interventions.

RA 2. Show interest in contact with professionals, actively participating in those activities that allow one to get closer to professional practice of international management.

RA 3. Gain knowledge of how to and regularly consult organizations, professional forums and publications that allow him/her to keep up to date in professional practice.

RA 4. Identify through contact with professionals, participation in case studies and events, and attendance at conferences, among other activities, the challenges and management tools for the different functional areas of a global company, being able to propose resolutions to solve real problems.

CE 12. Ability to identify business opportunities, and to define and develop an entrepreneurial project based on the application of models and tools (canvas business model, lean-start up, etc.) in an international context.

RA 1. Understand and appreciate the relevance of entrepreneurship in a globalized environment.

RA 2. Be able to generate international business ideas.

RA 3. Have arguments to critically evaluate business ideas with global potential.

RA 4. Identify the most appropriate strategy for pursuing an international business opportunity.

RA 5. Know how to develop a global business model and how to define a business plan, turning it into a document that can be submitted for external evaluation.

RA 6. Understand the personal and managerial skills and resources needed to create an international business and be committed to its development.

CE 13. Ability to apply the appropriate methodology and instruments for the promotion and management of innovation in the company, in terms of products, processes, technologies or business models, in an international context.

RA 1. Understand the importance of innovation and consider it an essential part of a company's strategy.

RA 2. Identify the dynamics of innovation processes in their different typologies and components.

RA 3. Learn about technology watch tools and incentives for company innovation.

RA 4. Distinguish and critically evaluate the different models of innovation management and organization.

RA 5. Distinguish and critically evaluate the different mechanisms for obtaining technology, protecting innovation and exploiting technology.

RA 6. Understand the singularities of R&D personnel management, and be able to reflect them in actions that encourage creativity and increase the generation of innovative ideas.

RA 7. Identify the most current issues related to innovation management in a global scenario (open innovation; disruptive innovation; innovation protection; sustainable innovation)

THEMES AND CONTENT

Contents – Themes
Block I - Strategic Direction I (Planning)
1. Introduction to Strategy
2. Environmental Analysis
2.1 Macro-Economic Analysis
2.2 Industry Analysis
2.3 Competitor analysis
2.4. Market and Customer Analysis
3. Strategic Capability - Internal Analysis
4. Strategic Capability - Objectives, Social Responsibility, Corporate Governance
5. Corporate Culture and Strategic Capability
Block II - Strategic Management II (Implementation)
6. Strategy Formulation
6.1 Business Strategy
6.2 Corporate Strategy
6.3 International Strategy
6.4 Innovation
6.5 Strategic Evaluation Methods
7. Strategy Implementation and Monitoring

TEACHING METHODOLOGY

General methodological course aspects

Presential Methodology: Activities

- ✓ Students work cooperatively in pairs or small groups, receive a task, case or course that requires sharing information and resources among members with the purpose of achieving a common goal. Based on the case study method, learned by each student, and discussed by each group before the individual interventions of each general session.
- ✓ The project-based learning method encourages inductive learning. From the analysis of specific examples, the different analysis tools are built and general rules applicable to all types of companies and sectors are induced. For this reason, it is essential to study the methodologies to be used and to actively participate in the discussions of the general sessions.
- ✓ Lessons of an expository nature
- ✓ The presentations must be evaluated and critiqued by the rest of the classmates or by the professor with the purpose of going deeper into the subject. Expository lessons.
- ✓ Group work dedicated to the realization of a project.

Non-presential Methodology: Activities

- ✓ Individual study.
- ✓ Individual reading of different types of texts (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects being studied.
- ✓ Cooperative work of students who, in pairs or small groups, receive a task which requires sharing information and resources among members with the aim of achieving a common goal.
- ✓ Project work

SUMMARY OF STUDENT WORK HOURS

PRESENTIAL HOURS

Lessons of an expository nature	Case study, in small groups, students respond to a real or simulated professional problem in a practical case.	Cooperative work of students who, in small groups, are given a task that requires the sharing of information and resources among members in order to achieve a common goal.	Group work dedicated to a project.
12.50	5.00	5.00	7.50

NON-PRESENTIAL HOURS

Lessons of an expository nature	Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects of study.	Cooperative work of students who, in groups, are given a task that requires sharing information and resources among the members in order to achieve a common goal.	Group work dedicated to a project.
18.75	7.50	7.50	11,25

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
Assessment of individual or group work carried out by students, some of them presented in class.	<ul style="list-style-type: none"> ✓ Work adequacy to the objectives set ✓ On time delivery ✓ Goal adequacy and focus. ✓ Reached goals. ✓ The participation of ALL members of each team in the presentations and elaborations is required. 	25
Oral and written examinations, public defenses and multiple-choice tests, concept tests and case studies as exams	<ul style="list-style-type: none"> ✓ Throughout the program, exams or written tests will be given to test the solidity of the concepts acquired. ✓ In order to pass the course, the final exams and tests of each section of the course must be passed. If there are several exams in the same section or block of a course, the weighted average of them must be higher than 4.90 as a necessary condition to pass the course. 	40
Participation and class attendance	<ul style="list-style-type: none"> ✓ When we talk about participation, it is clear that both the positive and negative ones are counted and that the quality of participation is as important as the quantity. The students' participation in class, the quality and timeliness of their interventions, the quality in the preparation and presentation of their work, predisposition and commitment, initiative, attendance. 	10
Project Work	<ul style="list-style-type: none"> ✓ Self-evaluation ✓ Evaluation of other students working in the same project team. ✓ Solution creativity ✓ Critical Thinking ✓ Teamwork 	25

Grades

The evaluation criteria of the course are governed by the following regulations:

- ✓ All students must comply with 100% attendance on the days set for this subject. Any absence must be justified.
- ✓ The final grade corresponds to the sum of the graded activities, evaluation criteria and % of total grade described in the Evaluation and Grading Criteria section.
- ✓ Individual and group work must be delivered on time and in the manner planned by the professor.
- ✓ A final mark below 5 implies the completion of an extraordinary test. The final grade in this exam may not be higher than the median of those passed at the time of set exams.

The Evaluation Criteria to enroll for a second year

The student enrolled in the course for the second year must comply with the individual and group tasks set by the course professor. The same evaluation criteria described in the Evaluation and Grading Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

BIBLIOGRAPHIES AND RESOURCES

Basic and Complementary Bibliographies

GERRY JOHNSON, KEVAN SCHOLES, RICHARD WHITTINGTON, Exploring Corporate Strategy, 12th Edition, Pearson Education

Stephen Bungay, Strategy the Art of Action,

Prof. W. Chan Kim · Renée Mauborgne, Blue Ocean Strategy,

Michael Porter, Competitive Advantage

Article – “Are You Sure You Have a Strategy,” Donald C. Hambrick and James W. Frederickson, Academy of Management Executive 2001, vol 15 issue 4

Article - “What is Strategy;” Michael Porter, Harvard Business Review, Nov-Dec 1996

Article – “Different Schools of Thought on Strategy,” Nabil Iqbal

Article: The Five Competitive Forces that Shape Strategy, Michael Porter, HBR

Article: Industry Life Cycle - Optional

Article: What is the Industry Life Cycle (and generic strategies to Compete) - Optional

Article: Unbundle Products and Services, Deloitte

Article: Customer Analysis, Deloitte

Article: Competitor Analysis, Deloitte

Article: Competitor Financial Analysis, Deloitte

Article: The Core Competencies of the Corporation, C.K Prahalad and Gary Hamel, HBR

Article: SWOT Analysis I: Looking Outside for Threats and Opportunities, 2006

Article: SWOT Analysis II: Looking Inside for Strengths and Weaknesses, HBR 2006

Article: Stress-Test Your Strategy: The 7 Questions to Ask, Robert Simmons, HBR

Article: The Perils of Bad Strategy, Richard Rumelt, McKinsey Quarterly Review, 2011

Article: Types of Strategies, Which Fits Your Business

Article: Distance Still Matters, the Hard Reality of Global Expansion, Pankaj Ghemawat, HBR

Article: The CEO of Heinz on Powering Growth in Emerging Markets, Bill Johnson, HBR

Article: Strategies that fit Emerging Markets, Tarun Khanna, Krishna G Palepu, and Jayant Sinha, HBR

Article: Innovation in Turbulent Times, Rigby, Gruver and Allen, HBR

Article: Your Strategy Needs a Strategy, Martin Reeves, Claire Love and Phillip Tillmanns, HBR

Article: Simple Rules for Making Alliances Work, Jonathan Hughes and Jeff Weiss, HBR

Article: When to Ally and When to Acquire, Jeffrey H Dyer, Prashant Kale and Harbir Singh, HBR

Article: The New M&A Playbook, Clayton M Christensen, Richard Alton Curtis Rising and Andrew Waldeck, HBR

Article: Using the Balanced Scorecard as a Strategic Management System, Robert S Kaplan and David Norton, HBR

Article: What Makes Great Boards, Jeffrey A Sonnenfeld, HBR

Article: The Business Case for Corporate Social Responsibility, Elizabeth Kurucz, Barry A Colbert and David Wheeler

Case: Race to the South Pole

Case – Electrolux

Case – IKEA

Case: Global Forces and the European Brewing Industry

Case: Airline Industry Pre and Post 9/11

Case: TUI Hospitality Industry in Europe

Case: Cola Wars Continue, Coke and Pepsi in 2010

Case: Making E-Bay Work

Case: Amazon.com from 2004 to 2006

Case: Global Product Strategy Development at Bosch

Case: Starbucks, a Story of Growth

Case: BMW Driving Organic Growth through Market Development in the Auto Industry

Case: Yellow Tail Wine

Case: Wal-Mart in the 21st Century: A Global Perspective

Case: Brewery Group Denmark

Case: KPMG

Case: Apple Inc. in 2012