

TEACHING GUIDE

Course Information	
Full name	Strategic Management
Code	0000012190
Degree	Master's Degree in Human Resources
Taught in	Master's Degree in Human Resources [First Course]
Level	Postgraduate Official Master's Degree
Term	Quarterly
Credits	3,0 ECTS
Type	Mandatory
Person in charge	Robert Antonides Campos
Office hours	Continuous availability via email

Professor Information	
Professor	
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SPECIFIC COURSE INFORMATION

Course contextualization

Contribution to the professional profile of the degree

The course is subdivided into three modules: Corporate Governance; Organizational Structure; and Strategic Direction.

Corporate Governance

Knowledge and understanding of the theoretical foundations of corporate governance (hereinafter CG), as a tool for strategic work in general, and strategic control in particular, and to make students aware of the real problems associated with the relationship between the company's board of directors, its chairman, its managers, its owners and other stakeholders linked to it.

CG, i.e. the set of policies, processes and customs through which an organization is managed, is a highly relevant topic in strategic management. The way in which a company is governed influences the rights and relationships between the company's various stakeholders, and ultimately determines the way in which the company is managed.

As mentioned in the previous paragraph, it is very important for business management professionals to handle CG issues from a wide variety of perspectives: control mechanisms over the work of strategic management, the behaviors (decision-making) and interactions (trust, leadership, power) of the actors involved in governance, and of the "governors", the legal and regulatory framework, election and representation systems, among others. In addition, the consulting industry has developed a specific corporate governance consulting service, which is gaining more and more relevance among clients, and in which students can approach their professional career, if they wish: this course will give them the necessary basis for it.

The objective of this module is to familiarize students with the concepts and fundamentals of corporate governance; this will help them understand that corporate governance can become a tool for strategic work in general, and strategic control in particular. The course also aims to make students aware of the real problems associated with the relationship between the company's board of directors, its chairman, its managers, its owners and other stakeholders linked to the company. Finally, the course invites reflection on the ultimate purpose of companies, both from a philosophical and cultural dimension and from a dimension of power games: who ultimately has the power to set the direction taken by the company?

Organizational Structure

The way people are organized in a company is a relevant factor for its success. In this sense, there is a clear interrelation between the company's strategy, its organization and management systems. Human Resources managers are, together with the General Management, relevant actors in the design of such organization and in the management of its changes.

The way a company is governed (Corporate Governance) is decisive as a strategy for value creation and as an element for the long-term survival of companies. Human Resources management, together with the Compliance area, must ensure that all "Good Governance" recommendations are complied with and that ETHICAL behaviors are the light that illuminates all decisions.

Marketing/innovation (present and future customer orientation), Operations Management (product/service orientation) and Total Quality (excellence in everything) are very relevant areas of interest and demand in any business curriculum. This part of the course explores the strategic decisions made by company managers in these areas and the role they play in increasing productivity.

Operations and Quality Management. At the same time, the role that Human Resources departments should play in the aforementioned decisions and how both the Production and HR areas should work in alignment in order to lay solid foundations that allow them to obtain a sustained competitive advantage for their companies in order to avoid the disruption of supply chains in increasingly volatile and uncertain environments.

Commercial and Marketing Function. The aim is to understand the current transformation produced in the function by the changes in the environment and competitive dynamics, as well as the path taken by the company's value offer (definition, transfer to the market and execution or sale), which are the basic tasks of the Marketing and Sales functions. And always keeping people at the center, both customers and members of the commercial organization.

Strategic Direction

This module provides knowledge and understanding of the essential factors of strategic management of the company. More specifically it studies the process of strategy development, industry analysis, competitive environment analysis, internal company analysis, competitive positioning and competitive advantage analysis, strategy formulation, and strategy implementation. Topics covered also include Strategic Direction, 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 capabilities 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 its development and implementation. The student will be able to analyze, understand and discuss business strategy concepts faced by the company's top management.

Competences - Objectives		
Competences		
GENERAL		
CG1		Define, design, develop, write and present findings and results of talent management projects.
	RA1	Ability to engage in the development of experimental talent management projects based on real data, managing and aligning client needs with available resources, optimally distributing work, communicating and projecting its different phases, proposing real solutions and making efficient all interactions with the team, clients and other stakeholders.
CG2		Use critical thinking for decision making and problem solving in talent management processes.
	RA2	Interpret, analyze, synthesize and evaluate ideas, and do so from a critical point of view.

SPECIFIC		
CE1		Identify and define the relationship and impact of strategic business management with human resources strategy in mind.
	RA1	Understand the relationship between the Company's Strategy and its Organization, the different Organizational Structures, their design and operation and the role of Human Resources.
	RA2	Know which factors, intrinsic and extrinsic, are determinant for the successful design, development and implementation of a given strategy.
	RA3	Define organizational strategies based on ethical and sustainable principles.

THEMES AND CONTENT

Contents – Themes
Organizational Structure
<ul style="list-style-type: none"> • Introduction to the structure of organizations Formal versus informal organization Types of organization Relationship between strategy and organization
Corporate Governance
<p>Concept of corporate governance. Economic and legal foundations of corporate governance.</p> <ul style="list-style-type: none"> - Is the application of corporate governance principles useful for companies? Causes of the evolution of the concept of corporate governance since 2000 <p>The Unified Code of Good Governance</p> <ul style="list-style-type: none"> • - Results of the application of this code to Spanish listed companies. Influence on the share prices of these companies - Good Corporate Governance
Strategic Direction
<p>Introduction to Business Strategy</p> <p>Purpose - Mission, Vision, Values, Objectives and Social Responsibility</p> <p>Competitive Environment Analysis (The macro environment, analysis of the industry, markets and competitors)</p> <p>Strategic Capability - Analysis of internal competencies and resources</p> <p>SWOT - Analysis of Weaknesses, Threats, Strengths and Opportunities</p> <p>Strategy Formulation - Strategic Positioning</p> <p>Strategy Implementation</p>

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.
- ✓ 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 course. 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 courses 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					
Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
5	20	7	0	0	1.75
NON-PRESENTIAL HOURS					
Professor Exposition	Student exhibition. Debates and group dynamics	Exercises and problem solving. Elaboration of applied work	Analysis and documentation	Tutorial sessions	Development of real projects for organizations
0	0	21	21	1	3.25
ECTS CREDITS: 3,0 (80,00 hours)					

EVALUATION AND GRADING CRITERIA

Graded Activities	Evaluation Criteria	% of total grade
Proof of individual knowledge	Work adequacy to the objectives set On time delivery Goal adequacy and focus Reached goals Deadline achievement	35
Collective applied assignments that may or may not be presented publicly	Presentations and defence of projects applied to companies, course projects, resolution of practical cases	50
Active in-class participation by the student.	Quality and timeliness of interventions, predisposition and commitment, initiative, assistance.	15

Grades

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

1. All students must comply with 100% attendance on the days set for this course. Any absence must be justified.
2. 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.
3. Individual and group work must be delivered on time and in the manner planned by the course professor.
4. 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 Bibliographies

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

Michael Porter, Competitive Advantage

Case Bankinter, Alfonso Saez Alonso-Muñumer

Case: Starbucks, a Story of Growth

Case: Cola Wars Continue, Coke and Pepsi in 2010

Case: IKEA

Case: Virgin Group

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

What Makes Great Boards, Jeffrey A Sonnenfeld, HBR

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

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

Types of Strategies, Which Fits Your Business

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Krajewski, L.;Ritzman, L.;Malhotra, M.;"Operations management. Processes and supply chains". 10 th ed. Pearson, 2013

Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel: Management it's NOT what you think! AMACOM books in 2010. New York, USA.
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Waber, B. (2013). *People Analytics: How Social Sensing Technology Will Transform Business and What It Tells Us about the Future of Work*. FT Press.

Corporate governance in the 2007-2008 financial crisis: Evidence from financial institutions worldwide, David Erkens, *Journal of Corporate Finance* nº 18 (2012) pp 389-441.

Behind the Scenes: The Corporate Governance Preferences of Institutional Investors. Joseph McCahery, *Journal of Finance* forthcoming (jun 2015).

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