

Corporate Strategy

UGRA_003386

Departments	Department of Strategy & General Management
Teaching Languages	English, Spanish, Catalan
ECTS	4
Teacher responsible	Vernis Domènech Alfred Ignasi - alfred.vernis@esade.edu Parada Balderrama Maria Jose - mariajose.parada@esade.edu

Course Goals

The course has been designed to help students achieve the following objectives:

- Develop a holistic view of strategic management
- Gain a better understanding of the implications of choosing and implementing different growth strategies
- Better understand how to identify, analyze and manage key stakeholders in organizations
- Understand the main issues behind strategy implementation and execution.

Prerequisites

Competitive Strategy

Description

Course contribution to program

This course provides with a wide perspective of the organization, the environment and the key stakeholders. It integrates all management areas that students have learned throughout their studies.

Short description

Corporate Strategy mainly deals with resource allocation decisions, scope and breath definition and stakeholder management.

The course focuses mainly on topics related to growth. It expands and deepens students' knowledge on growth options such as international expansion, business diversification (horizontal or vertical) and different growth strategies. It delves into M&As, strategic alliances and organic growth options.

Students will further examine different strategizing contexts, such as listed firms, family-owned businesses and non-for-profit organizations. The course also provides a more in-depth examination of governance, and the challenges associated to strategy execution.

Bibliography

Johnson, G.; Scholes, R.; Whittington, R., Exploring Strategy, Pearson (Book)

Collis, D.; Montgomery, C., Corporate Strategy (Book)

Puranam, P., & Vanneste, B. (2016)., Corporate advantage, chapter 1 in Corporate strategy: Tools for analysis and decision-making., Cambridge University Press (Book Chapter)

Sull, D., Turconi, S., Sull, C., & Yoder, D. (2018)., Four logics of corporate strategy, MIT Sloan Management Review (Article)

Activities

In-class discussions and debates

Interactive discussions

Group presentations

Group preparation and discussion of case studies

Readings

Compulsory Readings

Presentations

Presentations of readings

Interaction with visiting guest professionals

Forums with guest speakers

Content

#	Topic
1	Strategic management framework focused on corporate strategy
2	International expansion and global management
3	Diversification, M&A, Alliances
4	Contextualizing Stakeholder expectations
5	Strategy implementation

Assessment

Tool	Assessment tool	Category	Weight %
Group project	Group assignments	Retake and ordinary round	50.00%
Participation in program activities	Individual participation	Retake and ordinary round	20.00%
Written and/or oral exams	Final Exam	Retake and ordinary round	30.00%

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBA20 Year 3 (Mandatory)

BBE20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
BBE20 Year 3 (Mandatory)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
GBD20 Year 4 (Mandatory)