

## Solving a b-corp challenge II: How companies compete, grow and deliver superior performance

UGRA\_014929

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Departments	Department of Strategy & General Management
Teaching Languages	English
ECTS	10
Teacher responsible	Prato Matteo - matteo.prato@esade.edu

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### Course Goals

The primary aim of this course is to enhance students' ability to analyze, design, and deploy successful competitive and corporate strategies of organizations focused on Corporate Social Responsibility (CSR) or Sustainable Development Goals (SDG).

Upon completion of the course, students should be able to:

1. Comprehend the basics of macroeconomics and employ key concepts and principles of strategic and operational management across diverse business environments.
2. Exhibit expertise in analyzing and crafting both competitive and corporate strategies while considering an array of growth options and methodologies.
3. Acquire knowledge on how to achieve operational efficiency to bolster market competitiveness.
4. Develop a comprehensive understanding of the organization in its entirety, including its societal and environmental responsibilities and how these challenges can be converted into opportunities.
5. Improve a set of skills, including:
  - o Sharpening analytical and critical thinking.
  - o Enhancing abilities to draft written documents and reports.
  - o Strengthening teamwork and collaboration skills.
  - o Improve the ability of designing effective presentations and audience engagement.

### Teaching methodology

The course is designed to be interactive and engaging, using a blend of teaching methods that cater to different learning styles. It utilizes:

- o Case Study Analysis: A portion of the course will involve analyzing real-world case studies, giving students the opportunity to apply strategic and operational management theories to real business situations.
- o Interactive Discussions: Active participation in class discussions is encouraged, facilitating peer learning and promoting the development of communication and critical thinking skills.
- o Lectures: Core theories and concepts will be delivered through lectures, giving students a solid theoretical foundation.
- o Group Projects: Students will work on group projects, simulating real-world business situations, which will improve their teamwork and leadership skills.
- o Case Analysis: Application of the learned tools in real cases
- o Videos and Reading Assignments: Supplemental readings will be provided to enrich students' understanding of course topics and current trends in strategic and operational management.
- o Assessment: Assessment will be ongoing throughout the course, including written assignments, oral presentations, tests, and a final exam. This will encourage continuous learning and enable the professor to monitor individual progress.

## Description

### Course contribution to program

This course is designed to foster students' understanding of the fundamentals of strategic and operational management within the context of socially responsible organizations. It strives to bridge the gap between theoretical knowledge and practical, real-world application, by directly linking strategic thinking to its operational implementation.

The course unfolds through three intertwined sections. First, we will delve into Competitive Strategy, which provides the necessary tools and frameworks to analyze a firm's external environment, industry structure, and internal organization. This knowledge is crucial to understand how to forge a sustainable competitive advantage in a constantly evolving business landscape.

The second component revolves around Corporate Strategy. This section of the course will provide insights into how a corporation can manage a portfolio of different businesses or accomplish geographical expansion to create corporate value and ensure long-term growth.

Lastly, our course will focus on Operational Management - the engine that drives the successful implementation of strategies. This component illuminates the dynamic interplay between strategy and operations, enabling students to understand how strategic decisions are transformed into operational plans and actions, and how operational efficiency can feed back into strategic planning.

The integration of these elements within the course promotes a comprehensive understanding of management within socially responsible organizations. It encourages students to view strategy and operations not as disjointed elements but as interconnected pillars of a thriving, socially responsible organization.

Fundamental principles will be learned through an immersive, hands-on approach, applied in diverse contexts and real-world business cases. By so doing, the course aims to facilitate the enhancement of key practical skills, such as effective written and oral communication, teamwork, analytical and critical reasoning, and problem-solving; skills that will aid students in making a successful transition from an academic environment to professional settings.

## Assessment

Tool	Assessment tool	Category	Weight %
Group project	Students will participate in several group projects throughout the course, focusing on case study analysis and collaborative projects. These projects will include both written reports and in-class presentations. Peer evaluations will be conducted to ensure	Ordinary round	40.00%
In-class analysis and discussion of issues	Individual student contributions will be evaluated through various methods, including participation in class discussions, engagement in online forums, quizzes and tests, attendance, punctuality, and demonstrated interest in the course material.	Ordinary round	30.00%
Written and/or oral exams	Knowledge and understanding of concepts will be assessed at the end of the course through an individual exam.	Ordinary round	30.00%

## PROGRAMS

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)  
BITLASI22 Year 2 (Basic)