

Corporate Strategy

UGRA_003386

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| Departments | Department of Strategy & General Management |
| Teaching Languages | English, Spanish, Catalan |
| ECTS | 4 |
| Teacher responsible | Francisco Javier Mendoza Mayordomo - xavier.mendoza@esade.edu Esteban Mogas Sibina - esteve.mogas@esade.edu |

Course Goals

The course's overall objective is to improve students' skills in designing and implementing Corporate Strategy.

At the end of the course, students should:

- Be able to develop an integrative view on how to manage a large, diversified company strategically, that is, understanding the complexity of managing multi-business firms and the role of the corporate centre in creating corporate advantage.
- Understand the impact of the different types of ownership and corporate governance models in shaping corporate strategy.
- Understand the strategic implications of choosing and implementing different diversification strategies (horizontal, vertical, and geographical), employing different corporate development modes, and integrating innovation and sustainability at corporate level..
- Be knowledgeable and able to apply the most relevant frameworks and analytical tools that support top managers in designing and implementing corporate-level strategies.

Prerequisites

The course "Competitive Strategy"

Teaching methodology

The course is designed to facilitate active learning at both individual and group levels and help effectively integrate the knowledge acquired in the different courses taken before on the various functional areas as well as in the Competitive Strategy course.

Description

Course contribution to program

This course provides a holistic perspective on the complexity and the challenges of managing strategically large and diversified corporations, often highly internationalized.. It integrates all management areas that students have learned throughout their studies prior to the course.

Short description

The course focuses on the corporate-level strategies of diversified firms, examining issues central to diversification strategies, firm's horizontal, vertical and geographical scope as well as corporate development decisions. Whereas Business Strategy focuses on how to manage individual business units in order to achieve competitive advantage, Corporate Strategy deals with the strategic management of multi-business firms in order to grow and achieve additional advantages at the group or corporate-level.

Bibliography

Parada, P.& Planellas, M. (2007), What is Corporate Strategy?, Harvard Deusto Business Review (Article)

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

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

Activities

Group presentations

Group presentation & discussion of compulsory readings

Group presentation & discussion on recent company news related to the course topics

Readings

Compulsory Readings

Interaction with visiting guest professionals

Forums with guest speakers

Project development and presentation

Company Analysis Group Project

Case study analyses

Case study analysis and discussion

Content

| # | Topic |
|---|--|
| 1 | Introduction to corporate strategy and corporate governance |
| 2 | Diversification and Scope of the Multibusiness Firm |
| 3 | Corporate Development Modes: Internal Development, M&A, Alliances, and Corporate Venture Capital |

| # | Topic |
|---|---|
| 4 | Managing the Multibusiness Firm: The Role of the Corporate Centre in Creating Group Advantage |
| 5 | Presentation of Company Group Projects |

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)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA23 Year 3 (Mandatory)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI21 Year 4 (Mandatory)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI23 Year 4 (Mandatory)

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

GBD20 Year 4 (Mandatory)