

## Non-Market Strategy I

UGRA\_015155

---

Departments	Department of Strategy & General Management
Teaching Languages	English
ECTS	4
Teacher responsible	Tamyko Ysa - tamyko.ysa@esade.edu

---

### Course Goals

Mastering markets is no longer sufficient. Businesses operate in both market and non-market environments. Successful corporate strategy aligns the firm's capabilities with the demands of both environments.

Multinational companies are increasingly affected by government policy, changing regulations, activist pressure, and media scrutiny—globally and often instantaneously.

Non-market strategy involves pursuing strategic goals through political and social leverage, managing interactions with government, regulators, civil society, and the media.

Non-market strategy helps groups gain soft power and influence, using them to their competitive advantage. It is developed with respect to government, the press, and influential groups.

Through non-market strategies, groups can reshape the rules of the game via laws and regulations.

Strategies may also be driven by social pressure, media, and education.

Linked to lobbying, non-market strategies are more global and long-term focused. Managing non-market strategies requires firms to consider their reputation, values, and social impact.

"The biggest single change in management during my career has been the increase in time managers spend dealing with government." —Edmund T. Pratt, Jr., Chairman and CEO of Pfizer Inc.

### Prerequisites

You cannot take this course (4 ECTS) and Non-Market Strategy Relations (2 ECTS) simultaneously. You must choose only one.

### Teaching methodology

The course will primarily consist of case-based discussions, with minimal lecturing. This is a discussion-based course, and active participation is encouraged. Sharing your experiences will enrich all participants and make the sessions more dynamic.

### Description

## Course contribution to program

This course explores the relationship between business and its stakeholders—including government, social movements, NGOs, and activists—around the world. The goal is to prepare you to develop and implement non-market strategies, providing a managerial framework for effective non-market management. The course will primarily consist of case-based discussions, and lecture will be kept to a minimum.

## Short description

Non-Market Strategy I is an essential elective for business administration students at top business schools. This 4 ECTS course dives deep into the intricate relationships between businesses and their global stakeholders—including governments, NGOs, social movements, and activists. With a focus on developing and implementing effective non-market strategies, the course offers a robust managerial framework through dynamic case-based discussions.

In today's rapidly evolving environment, mastering market dynamics alone is insufficient. This course prepares future leaders to navigate and leverage the non-market landscape, addressing the challenges posed by government policies, regulatory changes, activist pressures, boycotts, and media scrutiny. Students will learn to use political and social leverage to achieve strategic goals, gain soft power, and influence, thereby enhancing their competitive edge. The course covers a variety of non-market strategies and tactics, emphasizing the importance of reputation, values, and social impact. Engage in lively discussions, share experiences, and apply theoretical knowledge to real-world cases, making this course an invaluable addition to your academic journey and professional toolkit.

## Bibliography

- , Packet of cases and readings (available through ecampus). (Document)
- David P. Baron, Business and Its Environment, Pearson (Book)

## Assessment

Tool	Assessment tool	Category	Weight %
Other	Case write-ups (Teamwork)	Retake and ordinary round	10.00%
Individual or team exercises	Quizzes (individual)	Retake and ordinary round	10.00%
Final individual project	Final project/case/ exam (Individual)	Retake and ordinary round	30.00%
Attendance and punctuality	Given the case-based nature of the course, attendance is required, and active participation is critical	Retake and ordinary round	
Group project	Company Analysis (Teamwork)	Retake and ordinary round	20.00%
Group project	Connecting to reality (Teamwork)	Retake and ordinary round	10.00%

Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Participation (individual)	Retake and ordinary round	20.00%

## PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)

BBA20 Year 3 (Optative)

BBA20 Year 4 (Optative)

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

BBA23 Year 4 (Optative)

BBA23 Year 3 (Optative)

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

DBAI21 Year 3 (Optative)

DBAI21 Year 4 (Optative)

ECOL21-European Common Online Learning (Undergraduates: Business)

ECOL21 Year 1 (Optative)

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

GBD20 Year 4 (Optative)

GBD20 Year 5 (Optative)

GEL19-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)

GEL19 Year 4 (Optative)

GEL19 Year 1 (Optative)

GEL19 Year 2 (Optative)

GEL19 Year 3 (Optative)

GEL23-Bachelor of Global Governance, Economics and Legal Order (Undergraduates: Law)

GEL23 Year 1 (Optative)

GEL23 Year 4 (Optative)

GEL23 Year 2 (Optative)

GEL23 Year 3 (Optative)