TEACHING GUIDE - 2026-2027

Corporate Strategy

UGRA_003386

Departments	Department of Strategy & General Management
Teaching Languages	English, Spanish, Catalan
ECTS	4
Teacher responsible	Francisco Javier Mendoza Mayordomo - xavier.mendoza@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:

- Have developed an integrative view on how to manage a large, diversified company strategically, that is, understanding its complexity 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, vertival, 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, having improved their analytical and decision-making skills in that context. This includes the ability to assess the corporate strategy of a large, diversified company and to make recommendations to the top management team.

Prerequisits

The course builds on the contents of the subject "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 the strategic management of large and diversified corporations, ofthen highly internationalized. It integrates all management areas that students have learned thoughout their studies prior to the course.

Short description

The course focuses on the corporate-level strategies of diversified firms, examining issues central to diversification and the 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
Connecting to Reality (C2R). Presentation by one goup and class discussion on recent business news related to the course session topics.

Readings
Compulsory Readings and Videos for each of the sessions

Presentations
The approach of faculty presentations is interactive and the focus is on discussing the practical use and limitations of the most relevant theories and analytical frameworks in designing corporate-level strategies.

Essays
Documentary Film Analysis (Optional activity). Students are invited to watch a designated documentary and submit a short essay with their own comments and reflections.

Interaction with visiting guest professionals
In two sessions a senior executive will present their own business experience related to the session topics.

Project development and presentation

Students work in groups to assess the corporate strategy of a designated company and to provide recommendations to its CEO and Board of Directors.

Case study analyses
Case study analysis and dicussion, including In-Class exercises

Content

#	Topic
1	Introduction to corporate strategy, firm ownership and corporate governance
2	Diversification and Scope of the Multibusiness Firm
3	Corporate Development Modes: Internal Development, M&A, and Alliances
4	Managing the Multibusiness Firm: The Role of the Corporate Centre in Creating Group Advantage
5	Group Presentations of Company Projects - Part 1 and Part 2

Assessment

Tool	Assessment tool	Category	Weight %
Group project	Group assignments	Retake and ordinary round	45.00%
Participation in program activities	Attendance & Individual class contribution	Retake and ordinary round	20.00%
Written and/or oral exams	Final Exam	Retake and ordinary round	35.00%

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)