

COURSE GENERAL OVERVIEW

Datos de la asignatura	
Nombre	LA ESTRATEGIA EN ACCIÓN
Titulación	MBA
Semestre	Segundo
Carácter	Obligatoria
Créditos ECTS	3
Departamento	Departamento de Gestión Empresarial
Área	Dirección y Organización

DATOS ESPECÍFICOS DE LA ASIGNATURA

Datos del profesorado	
Profesor	
Nombre	FELIPE GRAML
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Nombre	JAVIER SOBRINO DE TORO
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Profesor	
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SPECIFIC INFORMATION OF THE SUBJECT

Subject contextualization
Course contribution
This course contributes to better understand company's strategy and the influence of the socio-political negotiation processes. Focusing on these cited processes and the ways to facilitate the strategy' analysis and implementation, better strategic planning approaches can be pursued, stimulating organizational commitment, job satisfaction, and reducing turnover. Firms must adapt to and exploit changes in their business environment, while seeking opportunities to create changes and force competitors to follow them. Understanding how to address organizational changes and minimize stakeholders' resistance is crucial to guarantee an effective implementation of the strategy.
Objectives
<ol style="list-style-type: none"> 1. Know the business strategies. 2. Understand the corporate strategy of expansion and diversification. 3. To study the methods of business development. 4. Practice strategy evaluation and strategy selection. 5. Understand the organizational structure and strategic change management.

THEMATIC AND CONTENT

Contents - Thematic Areas
PART 1: STRATEGY FORMULATION
Topic 1: Business strategy
<ol style="list-style-type: none"> 1.1 Business units. 1.2 Generic competitive strategies. 1.3 Mixed strategies.
Topic 2: Corporate strategy of expansion and diversification
<ol style="list-style-type: none"> 2.1 Methods and directions of strategic development. 2.2 Business portfolio matrices.
Topic 3: Business development methods
<ol style="list-style-type: none"> 3.1 Internal and external growth. 3.2 Partnership and cooperation.
PART 2: STRATEGY IMPLEMENTATION
Topic 4: Strategy evaluation and strategy selection
<ol style="list-style-type: none"> 4.1 Strategy evaluation. 4.2 Strategy selection.
Topic 5: Organizational structure and strategic change management
<ol style="list-style-type: none"> 5.1 Organizational structure, culture and dilemmas. 5.2 Analysis and change management.

TEACHING METHODOLOGY

General methodological aspects of the subject	
Classroom methodology: Activities	Competences
Teacher' lectures Analysis and resolution of individual and group cases Oral presentations of topics, cases and assignments Tutorials	CG1, CG3, CG5, CG8 CE1
Distance learning methodology: Activities	Competences
Individual study and organized reading Monographs and research assignments	CG1, CG3, CG5, CG8 CE1

EVALUATION CRITERIA AND GRADING SYSTEM

Students **will have to pass each and every assessment activity** shown in the table below.

Assignments must be delivered in the time and date specified by the course instructor, otherwise students will get a grade of "0" in the missed assignment.

Course final grade weights:

Evaluation activities	CRITERIA	WEIGHT
Individual assessment	test 20%, final exam 30%	50%
Oral presentation in class	group (1 presentation)	10%
Active participation of students in class	individual (daily control)	20%
Case assessment	group (2 or more cases)	20%

Re-sits.

In case of failure, students can re-sit each failed activity (except for the class participation and the presentation). The final grade weighting will be kept as far as it improves the student's final grade. Re-sits are usually scheduled at the end of the academic year.

SUMMARY OF STUDENT WORKING HOURS *			
HOURS IN CLASS			
Lectures	Practical	Assessment	
13	13	4	
HOURS OUTSIDE OF CLASS			
Independent work on theoretical contents	Independent work on practical content	Collaborative work	Preparation time
15	10	10	10
ECTS CREDITS:			3

REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES

Text book

Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2014). *Exploring Strategy. Text & Cases (Tenth edition)*. Harlow: Pearson Education Limited.

Complementary references

Books

MARTÍN, Guerras; LUIS, A.; NAVAS LÓPEZ, José E. La dirección estratégica de la empresa. **Teoría y Aplicaciones. 4º edición. Thompson-Civitas, 2007.**

BARNEY, Jay B. Gaining and sustaining competitive advantage. Ed. Prentice Hall, 2002.

COLLINS, James Charles; COLLINS, Jim. **Good to great and the social sectors.** Random House, 2006.

HELFAT, C. E., FINKELSTEIN, S., MITCHELL, W., PETERAF, M., SINGH, H., TEECE, D., & WINTER, S. G. **Dynamic capabilities: Understanding strategic change in organizations.** John Wiley & Sons, 2009.

KIM, W. Chan; MAUBORGNE, Renee. **Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant.** Harvard Business Review Press, 2015.

VON NEUMANN, John; MORGENSTERN, Oskar. **Theory of games and economic behavior.** Princeton university press, 2007

Articles and other bibliographic resources

The course instructor will provide students with a series of academic and consulting readings related with each of the topics covered by the course.