

COURSE PRESENTATION

3º GADE

Corporate Strategies

Course 2022-23

Lecturer : Emilio Camarena Gil

COURSE PRESENTATION

Classes :

Classroom: S312

Friday - 10.30-12.30: Theoretical class

Friday - 12.30-2.30: Practical class

**Note: practical class attendance is compulsory
- students must justify any absences and
attend at least 80% of classes to qualify for
continuous evaluation.**

COURSE PRESENTATION

Learning outcomes:

- 1) Learn about the strategic options that companies can develop.
- 2) Be able to propose combinations of strategic options in a coherent manner and in accordance with conditions and organizational needs.
- 3) Present and discuss a business project or strategy in a professional way.
- 4) Work effectively with colleagues.
- 5) Deliver effective spoken and written presentations of the results of works and/or analyses made.
- 6) Establish relevant questions for the organization and independently design a solution after research.

Course contents:

1. Introduction to Strategy

1. The company-environment relationship and the strategic attitude
 2. Strategy: concept and components
 3. The importance of designing and executing strategies
 4. Strategic decisions: corporate, competitive and functional
 5. The strategic hierarchy and the strategic segmentation
 6. Framework for the design of the strategy
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2. STRATEGIES BASED ON COMPETITIVE ADVANTAGE

1. Competitive argument and competitive advantages
 2. Generic competitive strategies: cost leadership, differentiation and segmentation
 3. Risks of hybrid and intermediate strategies
 4. The model of the strategic clock
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3. Strategies based on the creation of value

1. Business model concept and value creation
2. Business models patterns
3. Canvas business model: the triple layer
4. Business model and strategy: Creation of Shared Value

Course contents (Cont'd):

4. COMPETITIVE DYNAMICS

1. The structure of the industry for the formulation of the strategy
2. Strategic positioning strategies
3. Competitive dynamics and strategic movements
4. Competitive strategies and cooperative strategies

5. DEVELOPMENT ADDRESSES: SPECIALIZATION, DIVERSIFICATION AND VERTICAL INTEGRATION

1. The definition of the scope of activity of the company.
2. Strategies of development and growth of the company according to your direction
3. Diversification Strategies
4. Vertical integration Strategies

6. STRATEGIC RENEWAL AND RESTRUCTURING

1. Concept and typologies of renewal and restructuring
2. Renewal Strategies
3. Restructuring Strategies

Course contents (Cont'd):

7. INTERNATIONALIZATION STRATEGIES

1. Global competition: factors and strategies
 2. Reasons for the internationalization of companies
 3. Internationalization process: entry strategies and competition in foreign markets
 4. Management of the internationalization process: functional and organizational implications
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8. DEVELOPMENT MODALITIES. INTERNAL GROWTH VERSUS MERGERS AND ACQUISITIONS

1. Modalities of development: internal growth versus external growth
 2. Internal Development
 3. Reasons for the proliferation of corporate operations (M & A)
 4. Advantages and problems of the M & A
 5. The management of mergers and acquisitions
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9. DEVELOPMENT MODALITIES. STRATEGIC ALLIANCES

1. Business cooperation: concept, reasons and reasons
2. Types of alliances strategies
3. Choice of type of alliance
4. The management of alliances and their implications

COURSE PRESENTATION

Assessment criteria:

- *Final exam: **60%** of the rating. Minimum rating 5/10 to pass the course in 1st and 2nd sittings.*
- *Continuous evaluation: **40%** of the rating, provided the student has attended at least 80% of the practical classes. This part of the course is not recoverable in the second sitting.*
- *Exams, 1st and 2nd sittings, will be held on the official dates marked by the Faculty of Economics*

COURSE PRESENTATION

Course Organization

- Practical classes will consist of preparing team cases on strategy, and giving a professional response to the questions posed
- Teams will be formed by the lecturer, incentivising geographical diversity.
- Teamwork will be done fundamentally in class, but some extra work may be developed at home.
- Some cases will be presented in the classroom

Course timetable

CORPORATE STRATEGIES 3º GADE 2223			GADE	
		FRIDAY 1030-1230	FRIDAY 1230-1430	
WEEK	DATE	THEORETICAL SESSION	DATE	PRACTICAL SESSION
5	03/02/2023	PRESENTATION OF THE COURSE	03/02/2023	--
6	10/02/2023	LESSON 1	10/02/2023	LESSON 1
7	17/02/2023	LESSON 2	17/02/2023	PRACTICE Nº 1
8	24/02/2023	LESSON 2	24/02/2023	PRACTICE Nº 2
9	03/03/2023	LESSON 3	03/03/2023	PRACTICE Nº 3
10	10/03/2023	LESSON 3	10/03/2023	PRACTICE Nº 3
11	17/03/2023	FALLAS	17/03/2023	FALLAS
12	24/03/2023	LESSON 4	24/03/2023	PRACTICE Nº 4
13	31/03/2023	LESSON 4	31/03/2023	PRACTICE Nº 4
14	07/04/2023	EASTER	07/04/2023	EASTER
15	14/04/2023	EASTER	14/04/2023	EASTER
16	21/04/2023	LESSON 5	21/04/2023	PRACTICE Nº 5
17	28/04/2023	LESSON 6/7	28/04/2023	PRACTICE Nº 5
18	05/05/2023	LESSON 8	05/05/2023	PRACTICE Nº 6
19	12/05/2023	LESSON 9	12/05/2023	PRACTICE Nº 6
20	19/05/2023	LESSON 9	19/05/2023	PRACTICE Nº 7