



CIEE Seville, Spain

Course name:	Strategic Management
Course number:	BUSI 3107 CSCS
Programs offering course:	Liberal Arts, Advanced Liberal Arts, Business and Society and Communication, New Media and Journalism – Spanish Programs
Language of instruction:	Spanish
U.S. semester credits:	3 credits
Contact hours:	45 hours
Term:	Spring 2020

Course Description:

The aim of this course is on the strategic management of the company in a dynamic global context. Strategic Management combines the knowledge and skills of the highest levels of management and corporate management in the long term and is considered the key to success. The study of the external environment and internal resources and capabilities of the company, in order to guide strategic decisions, will be addressed. The course will be based on readings and case studies of companies around the world, although greater attention to European and Spanish context will be provided.

Learning Objectives:

This course is of a basic level. In this course, we will explain companies' integration in their environment on a conceptual scheme in a way that we will be able to identify their success or failure. We intend to rationalize the knowledge, experience and capabilities of management and define the tools that are needed to meet their goals. To do this we must understand the business environment and the business itself to evaluate its position and look for valid ways to meet its goals and implement its strategies.

Course Pre-Requisites:

Some prior knowledge of business management is recommended, but not necessary.

Methods of Instruction:

Classes will be based on various readings, cases and visual presentations. From here the students will be asked to participate in in-class discussions, group work, and develop analysis and decision-making abilities. In-class discussions about readings and case studies will make up about half of class time and will be evaluated to form part of the final grade.

Assessments and Final Grades:

CIEE classes are not graded on a curve nor is there extra credit work. The final grade will be based upon the following criteria:

1. Midterm Exam	20%
2. Participation and case studies	20%
3. Presentation	20%
4. Business Analysis	20%



5. Final Exam

20%

Course Requirements

Class discussion

Students are expected to actively participate in classroom activities, case studies and debates that are planned throughout the semester.

Case Questions

Students are expected to provide answers and feedback related to class lessons and readings. In addition, a series of tasks, debate forums and discussions will be available to the student, both in class and on the CANVAS platform. Both the questions worked in class and those developed in CANVAS will be evaluated in this section.

Business analysis

Each student will be required to complete a business analysis, of the company of their choice, it should be no longer than 10 pages in length, double spaced.

The work will consist of the choice of a business idea, which should be modeled and shown as a business model. Knowledge gained through the sessions will be applied to this business idea, which will end with the creation and launch of a company. Both the work that is carried out throughout the classes, as well as the course of study, description of the analysis, preparation and final exhibition, will be a project developed as a group. The groups will be chosen by the professor in the corresponding session. To carry out the business analysis, students will have the necessary study material, which they must complete with new data related to the company that will be created and the data of the sector to which this company corresponds.

Presentation

On the last day of the course there will be a group presentation of the work done during the second half of the course. Students can use any material to support the defense of their work.

The presentation must be prepared and may not last more than 20 minutes. During the following 10 minutes, both the teacher and the rest of the students will be able to raise any questions related to the presentation and a debate will be generated.

For the evaluation of each presentation, the teacher can take into account the verdict that the students make of each exposition (excluding their own).

Exams

The course consists of two partial exams. The first will be held midway through the course and will be evaluated on the subject taught up to that point. The second exam will be a final exam, during which students will be tested on all the material learned during the course.

Attendance policy:

Students are not allowed to miss class for unjustified reasons. For each unexcused absence, the participation portion of the grade will be lowered. Hence, it will be very difficult to receive a 100 in the class. Please keep this in mind.

If a student misses class once without a valid excuse (a note from a physician in the event of an illness), then the professor will automatically lower the final grade by 5 points (on a 100-point



scale) for each class missed thereafter. Students with 6 or more unexcused absences will fail the course. Students should arrive to class on-time. Arriving more than 15 minutes late for a class will count as an unexcused absence.

Please note that an excused absence is one that is accompanied by a doctor's note: signed stamped and dated. Travelling and/or travel delays are not considered valid reasons for missing class.

Academic Honesty: Students are expected to act in accordance with their university and CIEE's standards of conduct concerning plagiarism and academic dishonesty. Use of online translators for work in Spanish will result in an automatic failure.

Linguistic Resource Center: It is recommended that students use the LRC

Weekly Schedule

Week 1

1.1. Unit 1: Introduction to strategy: The concept of strategy, strategic levels,

1.2. The strategy management process; Strategic Management in different contexts.

Chapter 1, sections 1.1, 1.2, 1.5 of: *"Dirección estratégica"* Johnson, Scholes y Whittington 7th edition

Case study: *Electrolux (prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edition.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 2:

2.1. Unit 2: Strategic goals: Govern Strategy,

2.1. Corporate and Social Responsibility, and Expectations of "skateholders".

Chapter 2 of: *"Dirección estratégica"* Grant, Robert M. (2006) 5th edition

Chapter 4, section 4.4 of: *"Dirección estratégica"* Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Case study: *Manchester United (prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edition.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.



Week 3:

- 3.1. Unit 3: Environmental analysis: Macroenvironment: *PESTEL*,
- 3.2. Key drivers of change, scenarios

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: *"Dirección estratégica"* Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition.

Case study: *Analysis of the passenger air transportation sector in Europe. (prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 4:

- 4.1. Unit 4: Environmental analysis: Microenvironment: Competition and expand rivalry analysis.
- 4.2. Porter five force analysis model.

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: *"Dirección estratégica"* Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Case study: *Reconfiguration of the glass container industry in Spain: structure and strategy. (prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 5:

- 5.1. Unit 5: Competition and market: *Strategic groups*,
- 5.2. Segmentation, direct competitors and strategic client

Chapter 2, sections 2.1, 2.2, 2.3 and 2.4 of: *"Dirección estratégica"* Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition

Case study: *Uniclo challenges Zara. (prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)



- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 6:

6.1. Unit 6: Resource and Capability analysis: Classification, value chain.

6.1. Capability Analysis Application

Chapter 5 of: *"Dirección estratégica"* Grant, Robert M. (2006) 5th edition

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 7:

7.1. Unit 7: Evaluating Resources and Capabilities

7.2. Evaluating Resources and Capabilities Application

Chapter 5 of: *"Dirección estratégica"* Grant, Robert M. (2006) 5th edition

Case study (units 6 and 7): The case of 7-eleven. *(prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 8:

8.1. Unit 8: Business Strategy: competitive advantage; basis,

8.2. Sustainability, competition and collaboration.

Chapter 5, sections 5.2, 5.3 and 5.4 of: *"Dirección estratégica"* Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Chapter 7 of: *"Dirección estratégica"* Grant, Robert M. (2006) 5th edition.

Case study: *The case Rolls-Royce*. *(prepared by the teacher)*

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). *"Dirección Estratégica"*. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.



Week 9:

- 9.1. Unit 9: Corporate strategy: Process of development.
- 9.2. Portfolio matrix.

Chapter 7, sections 7.1, 7.2 and 7.3 of: “*Dirección estratégica*” Johnson, G.; Scholes, K.; Whittington, R. (2006). 7th edition.

Chapter 7 of: “*Dirección estratégica*” Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition. Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). “*Dirección Estratégica*”. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 10:

- 10.1. Unit 10: Competitive Strategy: Internationalization. International Strategic framework.
- 10.2. International Strategies.

Chapter 6 of: “*Dirección estratégica*”, Johnson, G.; Scholes, K.; Whittington, R. (2006) 7th edition
Case study: *Virgin Group*. (prepared by the teacher)

Students will have available in the platform the material needed for the study, as follows:

- Slides about the topic (prepared by the teacher)
- Videos about the topic (theory and practice). “*Dirección Estratégica*”. Navas y Guerra. Thomson Civitas 4ª edición.
- Short essays and tests (prepared by the teacher)
- Revision of national and international business newspapers from the current week, to detect strategic decisions related to the topic and discuss them.

Week 11:

Student presentations. Students are expected to have chosen a business idea. They have to perform a strategic analysis and design a generic strategy and expected improvement within 3 years.

Week 12: Final Exam

Course Materials

Readings

Manual Básico de la Asignatura: Johnson, G; Scholes, K.; Whittington, R. (2006): *Dirección Estratégica*, Ed. Pearson Educación, S.A. Madrid, Séptima Edición.



Manual de Apoyo y Básico de la Asignatura: Grant, Robert M. (2006): Dirección Estratégica: Conceptos, técnicas y aplicaciones. Ed. Civitas, Madrid, Quinta Edición.

Online Resources

<https://www.youtube.com/watch?v=zsVf872tTQo>

https://www.youtube.com/watch?v=cLBT0_Spvu8

<https://www.youtube.com/watch?v=xgr7T3WMX6g>

<https://www.youtube.com/watch?v=GnZiblnz6cc>

https://www.youtube.com/watch?v=lz_GXqK5vUw

<https://www.youtube.com/watch?v=sGzIDfUNHa4>

https://www.edu-apps.org/lti_public_resources/launch?driver=youtube&remote_id=5LcBkSByExl

<https://www.youtube.com/watch?v=f25Xa9zUR88>

<https://www.youtube.com/watch?v=4GghAhvehHU>

<https://www.youtube.com/watch?v=4Lp3dfk7jzM>

<https://www.youtube.com/watch?v=DkJGc1rFvDY>

<https://www.youtube.com/watch?v=OL1XnZJqprU>

<https://www.youtube.com/watch?v=s0Wt3FVjCkg>

<https://www.youtube.com/watch?v=VB9gOJVjDI8&index=26&list=PLgdsV8bvIF2XhRvgKBq1DVMRBfx9Ry-K6>

<https://www.youtube.com/watch?v=5HvK5SW4Ktc>

<https://www.youtube.com/watch?v=DfPr6R7uMw>

<https://www.reasonwhy.es/actualidad/anunciantes/facebook-entra-en-el-ranking-de-las-mejores-marcas-del-mundo-2017-09-25>

<https://www.google.com/search?client=firefox-b-d&channel=crow&q=cadena+de+valor+ing+direct>



<https://www.youtube.com/watch?v=Z4C55k8MIJk>

<https://www.youtube.com/watch?v=pfAuMdC3Nk0>

<https://www.youtube.com/watch?v=C32VeyYJ8YM>

<https://www.youtube.com/watch?v=0-ttApFL78g>

<https://www.youtube.com/watch?v=4ABe1DihiGw>

<https://www.youtube.com/watch?v=-k-lIJFxddg>

<https://www.youtube.com/watch?v=Jc1134iZXPU>

<https://www.youtube.com/watch?v=NoSRdxd7rf8>

<https://www.youtube.com/watch?v=pd0kgY8X5iw>

<https://www.youtube.com/watch?v=2LQtPOhwnMI>
<https://www.youtube.com/watch?v=2LQtPOhwnMI>