

**COURSE DATA****Data Subject**

Code	40070
Name	Global strategic analysis
Cycle	Master's degree
ECTS Credits	5.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2069 - M.U. Gestión de Negocios Internacionales (2007)	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2069 - M.U. Gestión de Negocios Internacionales (2007)	3 - Global strategic analysis	Obligatory

Coordination

Name	Department
IBORRA JUAN, MARIA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This module deals with strategy making and execution. It addresses global business issues and deals with the question of what managers must do to make a company a winner in the global business environment. Using the case method and other approaches, the module discusses the managerial tasks involved in the processes of analysing, crafting, selecting, and executing strategies.

PREVIOUS KNOWLEDGE



Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

Students will have an undergraduate level in business or similar studies.

OUTCOMES

2069 - M.U. Gestión de Negocios Internacionales (2007)

- Evaluate the nature, behaviour and performance of firms in the global business environment
- Critically appraise the strategic situations of organisations and their competitors
- Assess the resource capability of organisations
- Apply techniques and tools to assess the most appropriate strategies for an organisation in a global context
- Develop knowledge about the effective implementing of strategy and its likely impact on stakeholders
- Critically evaluate the implications of imposing strategic change on an organisation

LEARNING OUTCOMES

By the end of this module you will be able to:

1. Evaluate the nature, behaviour and performance of firms in the global business environment
2. Critically appraise the strategic situations of organisations and their competitors
3. Assess the resource capability of organisations
4. Apply techniques and tools to assess the most appropriate strategies for an organisation in a global context
5. Develop knowledge about the effective implementing of strategy and its likely impact on stakeholder
6. Critically evaluate the implications of imposing strategic change on an organisation

DESCRIPTION OF CONTENTS

1. An introduction to Strategy



2. Analysing the organisation's business environment.

3. The Basis of Competitive advantage and Resources analysis

4. Business Level Strategies in different environments

5. Corporate Level Strategies in different environments

6. Strategy Implementation and strategy action

7. Strategic change

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	50,00	100
Development of group work	20,00	0
Development of individual work	20,00	0
Study and independent work	40,00	0
TOTAL	130,00	

TEACHING METHODOLOGY

The learning experience will consist of:

In-class

Lectures, where theory, models and techniques are presented and explained

Seminars, where you will discuss theories, models and techniques

Analyses of case studies, real-life industries or companies



Typically, each session will comprise a lecture followed by a student-led discussion of a case study or research article – one or two groups or individuals will be expected to give a short (10-15 minute) presentation each week on questions related to that week's case - or a theory topic.

In some cases in the initial weeks you will be expected to form groups of four to six people, in which you will prepare the analyses of cases or research articles for classroom discussion.

Case studies, which describe companies and their contexts in some depth, are a vital element in the teaching of strategic management, to give you a feel for real-life situations. The case studies reflect the complexity of those situations, so they are longer than those you may be used to, and will require a lot of preparation. Please do not avoid doing this; if you do, you will not get the full benefit from the module and you will not be ready for the assessment when it arrives.

Self-managed learning

Relevant learning material is studied individually and in groups

Case studies and/or research articles discussed individually and in groups.

One-to-one or group tutorials

To discuss assignment preparation and research

To discuss student-specific questions

Peer presentations

Case study analyses and/or critical reviews of research articles are presented in class

EVALUATION

In-class test 20% that will examine your knowledge of the strategy concepts and tools that have been covered in class up until the date of the test. End of module exam 40%: open-book exam on a pre-seen case study of an international business. It is compulsory to pass the end of module exam in order to approve the module.



In class progress: 40% level of achievement in the assignments of readings as well as in the individual and team cases worked at class

REFERENCES

Basic

- Johnson, G.; Whittington, R.; Scholes, K.; Angwing, D. & Regner, P. (2017). Exploring strategy. Text & cases, 11th. Edition, Prentice Hall, Essex.
- Grant, R.M. (2016). Contemporary Strategy Analysis, 7th. Edition, John Wiley & Sons.
- Barney, J. (2014): Gaining and Sustaining competitive advantage, 4th edition, Prentice Hall.

Additional

- Demirbag, M., Glaister, K. W., & Sengupta, A. (2020). Which regions matter for MNEs? The role of regional and firm level differences. Journal of World Business, 55(1), 101026.

Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. Academy of Management Perspectives, 19(4), 51-62.

Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. Strategic Management Journal, 39(8), 2255-2276.

Lash, J. & Willington, F. (2007). Competitive advantage on a warming planet. Harvard Business Review, March, 2-10.

McGahan, A.M. (2011) How Industries Evolve. In De Wit & Meyer, 2011. Ch.10

Porter, M. E. (1979). How competitive forces shape strategy, Harvard Business Review. 57, 137-145.

Porter, M. E. (2008). The five competitive forces that shape strategy. Harvard Business Review, 86(1), 25-40.

Porter, M. E., & Kramer, M. R. (2011). The Big Idea: Creating Shared Value. How to reinvent capitalism and unleash a wave of innovation and growth. Harvard Business Review, 89(1-2).

Verbeke, A., & Asmussen, C. G. (2016). Global, local, or regional? The locus of MNE strategies. Journal of Management Studies, 53(6), 1051-1075.



ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

Exceptionally, face-to-face class attendance waiver may be considered in case

- There is a quarantine situation required by the health authorities
- There is an alarm state that involves confinement or any other means that prevents face-to-face attendance by local, regional or national authorities.