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| SUBJECT: Strategy | | |
| MASTER IN MANAGEMENT Professor: Kurt Desender & Ayfer Ali | ECTS: 6 | SEMESTER: 1 |

| WEEK | SESSION | DESCRIPTION OF CONTENTS | Indicate special space needs | STUDENT WORK DURING THE WEEK | |
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| | | | | DESCRIPTION | CONTACT HOURS |
| 1 | 1 | Introduction to Strategy: What is Strategy/ Strategic Management | | Michael E. Porter, "What is Strategy?" Harvard Business Review, November-December 1996, Reprint #96608(*) | 3 |
| 2 | 2 | Industry Analysis | | Besanko et al. Industry Analysis. Ch11. Grant R. Ch 3. | 3 |
| 3 | 3 | Positioning and Competitor Analysis | | Grant R. Ch4. Bridoux & Stoelhorst (2014) Microfoundations for stakeholder theory: Managing stakeholders with heterogeneous motives, Strategic Management. Journal 35: 107–125. | 3 |
| 4 | 4 | Value Creation Through Low Cost | | Grant, R. Ch9. | 3 |
| 5 | 5 | Value Creation Through Focused Differentiation | | Grant, R. Ch10. | 3 |
| 6 | 6 | (Sustainability of) Competitive Advantage | | Pankaj Ghemawat, "Sustaining Superior Performance" (*) - HBR | 3 |



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| 7 | 7 | Midterm evaluation + Project outline presentations | | | 3 |
| 8 | 8 | Technology-based Industries and the Management of Innovation | | Grant, R. Ch 12. | 3 |
| 9 | 9 | Vertical Integration | | Grant, R. Ch 14. | 3 |
| 10 | 10 | Diversification | | Grant, R. Ch 13. | 3 |
| 11 | 11 | Global Strategy | | Pankaj Ghemawat - Differences Across Countries: The CAGE Distance Framework Pankaj Ghemawat - Managing Differences - The Central Challenge of Global Strategy | 3 |
| 12 | 12 | Organizational Design, Corporate Governance and Strategic Leadership | | Aguilera, Judge & Musaccio. 2014. Who Will Guard the Guardians? An International Perspective on Corporate Governance. HBS Desender, K., Aguilera, R., Crespi, R. 2013. When Does Ownership Matter? Board Characteristics and Behavior. Strategic Management Journal 34(7): 823–842. | 3 |
| 13 | 14 | Community-focused strategies | | Fosfuri, A., Giarratana, M., Roca, E. 2011. Community-focused strategies. Strategic Organization. Strategic Organization. | 3 |
| 14 | 14 | Project Presentations + Wrap-up | | | 3 |
| TOTAL NUMBER OF HOURS | | | | | 42 |