



<b>SUBJECT: Strategy</b>		
<b>MASTER IN MANAGEMENT</b> Professor: Kurt Desender	<b>ECTS: 6</b>	<b>SEMESTER: 1</b>

WEEK	SESSION	DESCRIPTION OF CONTENTS	Indicate special space needs	STUDENT WORK DURING THE WEEK	
				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



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

