



PRESENTATION

Introduction

Strategy can be defined as "the pattern of objectives, purposes or goals, and the major (business) policies and plans for achieving these goals, stated in such a way as to define what business the company is in or should be in and the kind of company it is or should be." This definition proposes that strategy has to do with "important" decisions that managers face that eventually define organizational success or failure. The emphasis that Kenneth Andrews put on "patterns of objectives" reveals the importance of "strategic consistency," implying a particular commitment that is not easy to reverse. He also emphasizes that the strategy defines "what kind of company it is or should be," indicating that strategic decisions represent how the organization is positioned in its market and plan to compete in the future.

Therefore, managing in the 21st century's turbulent and semi-globalized world requires mastering fundamental business economics principles that, combined with application-oriented frameworks, help managers to make sound strategic decisions.

Strategic decisions address the organizational structure, the development, the allocation of resources and capabilities, and the corporate positioning to create, capture, and sustain competitive advantage. In other words, managing is not just a matter of creating value, but also it is concerned with capturing the value created.

- **Program:** Bachelor in Business Administration (BBA)
- **Module/Subject:** 2. Business Organization / 2.1. Strategic Management
- **ECTS:** 6
- **Year/ Semester:** 4th/5th year, Fall Semester
- **Type of Course:** Required
 - **Language:** English
- **Professor:** Luiz Ricardo Kabbach (lkabbach@unav.es)
- **Course schedule:** Tuesdays, 10:00-10:30, Aula 3 (Architecture School), Thursdays, 8:20-9:50, Aula 13 (Amigos)
- **Office hours:** Thursdays, 10h30-12h30, Amigos, Tower, 2520

COMPETENCIES

Basic Competencies (Management and Economics)

BC2. Students should be able to apply their knowledge to their job or vocation professionally. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students should be able to convey information, ideas, problems, and solutions to specialized and general audiences.

BC5. Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

General Competencies (Management and Economics)



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GC2. Identifying, incorporating, and using acquired knowledge in argument, discussion, and problem solving as they apply to economics and business.

GC5. Developing the capacity for independent critical thought on matters relevant to economics and business.

Specific Competencies (Management)

SC5. Understanding the concept of strategy within a business.

SC6. Analyzing the design of a business's goals and strategies.

SC8. Developing case studies on subjects related to economics and business.

Specific Competencies for Elective Subjects (Economics)

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration, and evaluation.

SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management, and quality control.

PROGRAM

Module 1 - Introduction to the Strategic Management Concepts

Presentation and Introduction to the Course - What is Strategy? Why is it important?

The drivers of firms' value creation and firm performance.

Module 2 – Core Concepts and Analytical Tools

External (Industry-level) analysis: Evaluating a company's external environment – industry structure, competitive forces, and strategic groups.

Internal (Firm-level) analysis: Evaluating a company's resources, capabilities, and competitiveness.

Institutional environment analysis: How does the institutional context affect strategy?

Strategic positioning and competitive advantage.

Module 3 – Business Strategy and Competitive Dynamics

Competition and Cooperation.

Dynamics of Rivalry (Pricing and Quantities).

Strategic Commitments.

Entry and Exit Decisions.

Module 4 – Principles of Corporate Strategy

Horizontal Boundaries of the Firm.

Vertical Integration: Make versus Buy.



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Module 5 – Business Model Innovation and Sustainability

Business Model Innovation & Sustainability

FORMATIVE ACTIVITIES

Classes: 60 hours

Study work: 30 hours

Teamwork: 30 hours

Discussion classes and Exams: 30 hours

ASSESSMENT

ORDINARY CALL

Online Quizzes (Individual): 20%

Attendance & Participation (Individual): 20%

Case Reports (Individual and Teams): 20%

Exams (Individual): 40% [Midterm, 10% + Final Exam, 30%]

EXTRAORDINARY CALL

Extraordinary Exam: 100% (According to the University of Navarra Examination Policy)

OFFICE HOURS

Instructor: Dr. Luiz Ricardo Kabbach de Castro (lkabbach@unav.es)

- Office: 2520, Edificio Amigos, Torre, Planta 2
- Office hours: Thursdays 10h30-12h30

BIBLIOGRAPHY

Required text

Besanko, D., Dranove, D., Shanley, M., Schaefer, S. "**Economics of Strategy**," 6th Edition (2013) or 7th Edition (2017), John Wiley & Sons: New York. [BDSS] [Find it in the Library](#)

Articles and case studies will be available through the Harvard Business School Publishing Platform.