

STRATEGIES FOR COMPETING IN INDUSTRIES AND MARKETS

IE University

Professor: **MARTINA PASQUINI**

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Degree course: THIRD

Semester: 1^o

Category: COMPULSORY

Number of credits: 6.0

Language: English

PREREQUISITES SUBJECT DESCRIPTION

*“Strategy is a plan, a method, a series of action designed to achieve a specific goal or effect”
(Wordsmyth Dictionary)*

“The determination of long-run goals and objectives by an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals” (Chandler, 1962).

Although, there exist a plethora of definitions, in a broad sense strategy refers to the means through which individuals or organizations achieve their objectives. The conception of firm strategy has changed over the last century due essentially to the nature of business environment, increasingly more unstable and unpredictable. This created a shift from strategy as a plan to strategy as direction. In this sense, strategy assists the effective management of organizations by enhancing the quality of decision-making and by facilitating coordination. Finally, strategy focuses on the pursuit of long-term goals. Strategic choices can be distilled into two questions: How to compete? Where to compete? The two answers define the two major areas of strategic management that we also develop in the course: namely, business strategy and corporate strategy.

OBJECTIVES AND SKILLS

The purpose of this course is to develop participants' ability to think strategically and to provide suitable tools and knowledge to understand how companies can achieve and sustain competitive advantage. This course develops concepts that are used to analyze the competitive environment of a firm and its internal strengths and weaknesses, also in dynamic environments.

The course will make use of interactive teaching methods, aimed at transferring highly specialized knowledge related to the individual topics, and to develop attitudes and abilities to listening, strategic thinking, group-working, participation and leadership.

The course is designed to:

- learn how a firm creates value
- learn how to analyze the structure of an industry
- learn how to analyze the competitive position of a firm
- learn how to formulate a strategy for a business
- learn how a firm sustains its value over time and maintains a competitive advantage
- learn about the problems related to the implementation of strategies through practical examples

METHODOLOGY

The course adopts a blended methodology

Teaching methodology	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	33.33 %	50 hours
Discussions	23.33 %	35 hours
Exercises	16.67 %	25 hours
Group work	16.67 %	25 hours
Other individual studying	10.0 %	15 hours
TOTAL	100.0 %	150 hours

EVALUATION CRITERIA

Please notice that from the beginning of the course you will be assigned to a team.

Your final grade in the course will be based on both individual and group work of different characteristics that will be weighted in the following way:

Criteria	Percentage	Comments
A. Final Exam	30 %	
B. Mide Term Exam	30 %	
C. Asynchronous Assignments	15 %	
D. Case Study Competition	15 %	
E. Participation	10 %	

The evaluation of the class complies with the following rules:

1. **A necessary requirement to pass the exam is getting a minimum of 4.5 in the average grade between the Mid-Term Exam (B) and the Final Exam (A).** If the student does not

reach the minimum threshold of 4.5 between the Final Exam and the Mid Term Exam, the course must be considered as FAILED. Students will lose the grades of the asynchronous assignments, case study competition, and participation and they will have to retake the exam in the call of June/July

- 2. Mid-term / Final exam cannot be rescheduled for any reason.** Students who do not show up in the Mid-Term / Final Exam will receive an evaluation equal to 'zero' for the Midterm / Final that will be counted in the final average. **The only exceptions for skipping a 'null' grade in the Midterm / Final for not taking them is a dispensa or a justification from the BBA office provided upon the presentation of some documentation.** If a justification is provided to skip the Midterm, the student will take a sole unique exam in the call of June/July with all the retakers (e.g. **the midterm will not be rescheduled and the student will not sit in the regular call of the final exam in December**). If a justification is provided to skip the Final Exam, the student **will take a general exam including also the first part of the program in the call of June/July.**

A. FINAL EXAM (30%)

Final Exam will include the content from Session 13 to Session 30. Content includes textbooks, slides, case studies, readings and notes. The exam is a multiple-choice exam consisting of exercises, questions to test the level of study as well as personal elaboration, and critical thinking on the topic.

B. MID TERM EXAM (30%)

Mid-Term Exam will include the content from Session 1 to Session 11. Content includes textbooks, slides, case studies, readings and notes. The exam is a multiple-choice exam consisting of exercises, questions to test the level of study as well as personal elaboration, and critical thinking on the topic.

C. ASYNCHRONOUS ASSIGNMENTS (15%)

Asynchronous assignments consist of self-study material to be developed and delivered in team according to the instructions of each assignment that will be uploaded with time and in accordance with the structure of the course and its learning objectives.

D. CASE STUDY COMPETITION (15%)

The case study competition will take place during sessions 26-27-28. You will be assigned a short case with questions to solve and you will have to deliver a final presentation with a business solution to be uploaded on the Online Campus. Grades will be ranked on competitive basis.

E. PARTICIPATION (10%)

Individual participation will be evaluated based on three main criteria:

- *Depth and Quality of Contribution:* The most important dimension of participation concerns what it is that you are saying. A high quality comment reveals depth of insight, rigorous use of case evidence, consistency of argument, and realism.
- *Moving Your Peers' Understanding Forward:* Great ideas can be lost through poor presentation. A high quality presentation of ideas must consider the relevance and timing of comments, and the flow and content of the ensuing class discussion. It demands comments that are concise and clear, and that are conveyed with a spirit of involvement in the discussion at hand.
- *Frequency:* Frequency refers to the attainment of a threshold quantity of contributions that is sufficient for making a reliable assessment of comment quality. The logic is simple: if contributions are too few, one cannot reliably assess the quality of your remarks. However, once

threshold quantity has been achieved, simply increasing the number of times you talk does not automatically improve your evaluation. Beyond the threshold, it is the quality of your comments that must improve. In particular, one must be especially careful that in claiming more than a fair share of “airtime”, quality is not sacrificed for quantity. Finally, your attempts at participation should not be such that the instructor has to “go looking for you”. You should be attempting to get into the debate on a regular basis.

PROFESSOR BIO

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Prof. Martina Pasquini, PhD

Martina Pasquini obtained a PhD in Business Administration and Management from Bocconi University (Italy). She is currently Professor in Strategy at IE University (Madrid, Spain) and Marie Curie Research Fellow for the European Union. Prior joining IE University she was Lecturer in Strategy & Innovation at the University of Southampton (UK) and Post-doc researcher at University of Bologna (Italy), where she worked on a project sponsored by the European Investment Bank. Recently, she has been granted research funds by the EU through the Marie-Curie Program and by the Spanish Ministry of Science and Innovation for her research in strategies of shared value creation, social entrepreneurship and social-oriented Intellectual Property Rights. Martina’s research interests are at the intersection among entrepreneurship, strategy, and innovation management with a particular attention on the role of demand and communities on technology commercialization, technology transfer strategies and entrepreneurial opportunities. She regularly attends international conferences such as AoM, SMS, and DRUID and her works have been published on international journals such as Journal of Business Venturing, Research Policy, Journal of Technology Transfer, Industry&Innovation and press like ForbesIndia. She currently teaches Strategic Management and Research Methods at undergrad level, and she has also taught Entrepreneurship & Innovation, Global Entrepreneurship, Techniques for Innovation Management at Master level in leading European Universities. Since January 2018 she has been appointed as Representative at Large of the Corporate Strategy Division at the Strategic Management Society.

OTHER INFORMATION

Office hours: To schedule an appointment with the professor, send her an e-mail Contact

e-mails: acamacho@faculty.ie.edu

CODE OF CONDUCT IN CLASS

1. **Be on time:** Students arriving more than 5 minutes late will be marked as “Absent”. Only students that notify in advance in writing that they will be late for a specific session might be granted an exception (to the discretion of the professor).
2. **If applicable, bring your name card and strictly follow the seating chart.** It helps faculty members and fellow students learn your names.
3. **Don’t leave the room during the lecture:** Students are not allowed to leave the room during the lecture. If a student leaves the room during the lecture, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”.
Only students that notify that they have a special reason to leave the session early will be granted an exception (to the discretion of the professor).
4. **Do not engage in side conversation.** As a sign of respect toward the person presenting the lecture (the teacher as well as a fellow student), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.
If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.
5. **Use your laptop for course-related purposes only.** The use of laptops during the lectures should be authorized by the professor. The use of Facebook, Twitter, or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.
6. **No cellular phones:** IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside your classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one Absence.
7. **Escalation policy: 1/3/5.** Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issue will entail 5 absences.