**UNIVERSITY OF SAO PAULO**

**SCHOOL OF ECONOMY, BUSINESS ADMINISTRATION AND ACCOUNTING**

**RIBEIRÃO PRETO (FEARP/USP)**

**COURSE SYLLABUS**

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| **Year:** 2016 | **Semester: 9th** |

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| **Course:** Strategic Planning | | | **Course Code:** RAD 2213 | Business Administration |
| **Course Credits:** 4 | | | **Total Class Hours:**60h | | |
| **Course Type:** Eligible | | | **No Pre-requisites** | |
| **Professor:** | | Prof. Dr. Luciano Thomé e Castro | Business Administration Department (RAD) | |
| **Schedule** | Room: To be defined  Classes will on Thursdays and Fridays from 17:00 to 18:40. | | | |

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| **1. Course Objetive**  The course aims to prepare the students for doing structured strategic analysis for companies and prepare strategic action plans. The course should enhance the students’ ability to do an external environmental reading and to identify the impacts and changes the organizations is exposed. Also, students should be aware of guided internal audit frameworks for a realistic internal audit focusing fundamental changes the organization should face. The course should discuss the importance of setting strategic objectives and finally the strategic plan execution matters towards successful implementation. |
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| **2. Course Content** |
| 1. The Concept of Strategy 2. Goals Values and Performance 3. Industry and Competitive Analysis 4. Firms Resources and Capabilities 5. Organization Structure and Management Systems 6. Competitive Advantage 7. Strategic Change 8. Technology-based Industries and the Management of Innovation 9. Vertical Integration and the Scope of the Firm 10. Global Strategy and the Multinational Corporation 11. Diversification Strategy 12. Implementing Corporate Strategy: Managing the Multibusiness Firm 13. External Growth Strategies: Mergers, Acquisitions, and Alliances 14. Trends in Strategic Management |

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| **3. Teaching Strategy**  Lectures, readings, discussions, cases, in-class activities and exercises.  Class discussion based on cases is considered to be very important. It is expected that you will attend all classes. Conceptual materials will be presented through formal lectures and class discussions. Participants are expected to complete case studies assignments in groups prior to the classes and actively participate in all discussions. |

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| **4. Students Evaluation**  Final grades will be based on the following criteria:  - Cases Resolution \* 30%  - Class Exercises 10%  - Exam 1 20%  - Exam 2 40% |
| \*Group cases’ resolution should be uploaded in the STOA website previously to the class the case will be discussed. |

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| **5. Criteria for Approval** |
| The student to be approved should have an average grade above 5 and a minimum of 70% of class attendance at the end of the semester. The student that has a grade between 3,00 and 4,99 will be eligible for a re-evaluation that will be scheduled according to the general department (RAD) agenda. The final grade for the students who took the re-evaluation exam will be a simple average between the previous final grade and the grade at the re-evaluation exam. |

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| **6**. **Course References**  GRANT, R. **Contemporary Strategy Analysis**. New York: John Wiley Sons. 8th Edition, 2014.    **Further Readings:**  ABELL, Derek F. **Defining the Business: The Starting Point of Strategic Planning**. Englewood Cliffs, Prentice Hall, 1980. 257p.  ANDREWS, K.R. **The Concept of Corporate Strategy.** Richard D Irwin, Inc 3rd Edition, 1987  ANSOFF, H.I. **Corporate Strategy.** McGraw-Hill Inc, 1965.  ANSOFF, H.I. **Implanting Strategic Management,** Pretice Hall, 1984.  BESANKO, D; DRANOVE, D; SHANLEY, M; SCHAEFER, S. *Economics of Strategy*. New York: Wiley, 6th Edition. 2013. 534 p.  BUZZEL, R.D.; GALE, B.T. **The PIMS (Profit Impact of Market Strategy) Principles – Linking Strategy to Performance,** The Free Press, 1987.  CHANDLER, A.D. **Strategy and Structure,** MIT Press, 1962  DAVID, Fred. **Concepts of strategic management.** New York, Maxwell Macmillan. 1991.  GATEWOOD, R,. TAYLOR, R. FERRELL, O.C. Management: comprehension, analysis, and application. Irvin, 1995. MORGAN, G. Imagens da organização. São Paulo: Atlas, 1996.  HAMEL, G PRAHALAD, C. K. The Core Competence of the Corporation. Harvard Business Review. May-June, 1990.  HAX, A. C; MAJLUF, N. S. **Strategic management: an integrative perspective**. Englewood Cliffs, Prentice Hall. 1984.  JOHNSON, Gerry; SCHOLES, Kevan; WHITTINGTON, Richard. **Explorando a Estratégia Corporativa; *Textos e Casos.*** 7ª Ed. – Porto Alegre: Bookman, 2007.  **JOHNSON, Gerry; SCHOLES, Kevan; WHITTINGTON, Richard. Fundamentos de Estratégia 1ª Ed. – Porto Alegre: Bookman, 2011.**  KAPLAN, Robert S. e NORTON, David P. **A Estratégia em Ação: Balanced Score Card.** Rio de Janeiro: Elsevier 1997  KAPLAN, Robert S. e NORTON, David P. **Mapas Estratégicos: Balanced Scorecard** Rio de Janeiro: Elsevier 2004  KIM, W Chan e MAUBORGNE, Renée. **A estratégia do oceano azul: como criar mercados e tornar a concorrência irrelevante.** Rio de Janeiro: Elsevier, 2005.  MINTZBERG, H; LAMPEL, J; QUINN, J B; GHOSHAL, S. **O Processo da Estratégia: Conceitos, Contextos e Casos Selecionados.**. Artmed. 2006.  MINTZBERG, Henry; AHLSTRAND, Bruce e LAMPEL, Joseph. **Safári de Estratégia: Um Roteiro pela Selva do Planejamento Estratégico.** Porto Alegre: Bookman 2000.  MONTGMERY, Cynthia A.; PORTER, M. E. **Strategy: seeking and securing competitive advantage.** Boston, Harvard Business School Press. 1991.  NEVES, M.F. Marketing Planning Process under a Network Approach - IAMA – International Food and Agribusiness Management Association. 13th Conference. Cancun, México. - June 21-24th, 2003.  OSTERWALDER, Alexander; PIGNEUR, YVES. **Business Model Generation:** *Inovação em Modelos de Negócios.* Rio de Janeiro, RJ: Alta Books, 2011.  PORTER, Michael E. **Estratégia Competitiva: *Técnicas para Análise de Indústrias e da Concorrência.*** Rio de Janeiro: Elsevier 2004  PORTER, Michael E. Vantagem competitiva. Campus, 1992  WRIGHT, Peter., KROLL, Mark.J. e PARNELL, John. **Administração Estratégica: Conceitos** Editora Atlas 2000. |

**7. Classes Schedule and Readings**

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|  |  | **Topic** | **Readings** |
| 18/02 | 1 | Course Presentation  The Concept of Strategy | Grant, Chapter 1 |
| 19/02 | 2 | Goals Values and Performance | Grant, Chapter 2 |
| 25/02 | 3 | Industry and Competitive Analysis | Grant, Chapter 3 and 4 |
| 26/02 | 4 | Case 1: Madonna: Sustaining Success in a Fast-moving Business (Nature f Strategy) | Case |
| 03/03 | 5 | Resources and Capabilities | Grant, Chapter 5 |
| 04/03 | 6 | Case 2: Starbucks Corporation | Case |
| 10/03 | 7 | Organization Structure and Management Systems: The Fundamentals of Strategy Implementation | Grant, Chapter 6 |
| 11/03 | 8 | Case 3: Valuing Facebook | Case |
| 17/03 | 9 | The Sources and Dimensions of Competitive Advantage | Grant, Chapter *7* |
| 18/03 | 10 | Case 4: Wal-Mart Stores Inc. | Case |
| 31/03 | 11 | Industry Evolution and Strategic Change | Grant, Chapter *8* |
| 01/04 | 12 | Case 5: Raisio Group and the Benecol Launch | Case |
| 07/04 | 13 | Technology-based Industries and the Management of Innovation | Grant, Chapter 9 |
| 08/04 | 14 | Case 6: Video Game Console | Case |
| **14/04** | **15** | **Exam 1** | **All course material** |
| 15/04 | 16 | Competitive Advantage in Mature Industries | Grant, Chapter 10 |
| 28/04 | 17 | Case 7: Outback Steakhouse: Going International | Case |
| 29/04 | 18 | Vertical Integration and the Scope of the Firm | Grant, Chapter 11 |
| 05/05 | 19 | Global Strategy and the Multinational Corporation | Grant, Chapter 12 |
| 06/05 | 20 | Case 8: Enin SpA | Case |
| 12/05 | 21 | Diversification Strategy | Chapter 13 |
| 13/05 | 22 | Case 9: Google Inc.: What’s the Corporate Strategy? | Case Grant |
| 19/05 | 23 | Implementing Corporate Strategy: Managing the Multibusiness Firm | Grant, Chapter 14 |
| 20/05 | 24 | Case 10: Danone: Strategy Implementation in an International Food and Beverage Company | Case |
| 02/06 | 25 | External Growth Strategies: Mergers, Acquisitions, and Alliances | Grant, Chapter 15 |
| 03/06 | 26 | Case 11: Jeff Immelt and the Reinventing of General Electric | Case |
| 09/06 | 27 | Current Trends in Strategic Management | Grant, Chapter 16 |
| 10/06 | 28 | **Exam 2** |  |
| **16/06** | **29** | **Substitute Exam\*** | **All course material** |
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* Only in case you lost Exam 1 or Exam 2.