

CORPORATE STRATEGY AND INTERNATIONAL

COURSE DESCRIPTION

1. Introduction

This course deals with how companies create value across different businesses. It builds on the core concepts learned in the Competitive Strategy course to understand how a firm can move from having a “Competitive Advantage” to developing a “Corporate Advantage.”

2. Objectives

Although growth is often essential to sustain long-term superior performance, academic research and business practice alike indicate that many companies fail to see and exploit the growth potential in their core business, while others diversify too far. In this course, we will discuss the experiences of firms attempting growth initiatives to analyze and understand why some businesses can change their scope successfully whereas others struggle.

3. Learning Outcomes

- Understand the concept of Corporate Advantage;
- Determine the optimal scope of a business;
- Analyze the drivers of value creation and value capture in multi-business corporations;
- Understand the drivers of vertical integration decisions;
- Understand how to select the best pathways for corporate growth;
- Analyze and understand the drivers of success in M&A deals.

4. Competences

- General competences
- Critical and strategic thinking;
- Decision making;
- Judgment under uncertainty;
- Business planning.

5. Specific Competences

Develop strategic thinking skills to be better able to:

- Formulate a growth strategy for a multi-business company;
- Decide the competitive position of the firm, in terms of its vertical and horizontal integration and market segments in which to operate;
- Develop a successful plan to enter into a new business.

6. Content

- We will tackle the following questions, which are crucial to understand the strategic fundamentals underpinning profitable growth:
- Why is growth important? What are the risks of low and high growth?
- What businesses and markets should a company be in or exit? Which businesses should it prioritize?
- How to select the best pathway to follow when pursuing growth opportunities? What are the benefits of organic growth? When should a company acquire another company?
- How to create value in M&As?
- How should we manage a multi-businesses company? What organizational structure and management processes will foster superior performance from its businesses?

7. Methodology

The course is built around the discussion and analysis of real cases as well as interactive lectures. Required readings are included in the course packet and detailed in the program.