

PROGRAM: Exchange / Double Degree  
 SUBJECT: ADVANCED STRATEGIC MANAGEMENT  
 LANGUAGE: ENGLISH  
 PROFESSOR(S): RONALDO PARENTE  
 WORKLOAD: 30 HOURS  
 REQUIREMENTS: NOT APPLICABLE  
 CONTACT/CONSULTATION HOURS: BY APPOINTMENT. CEL: 21-983354560

## TEACHING PLAN

### Text Book

CONCEPTS IN STRATEGIC MANAGEMENT AND BUSINESS POLICY: GLOBALIZATION, INNOVATION AND SUSTAINABILITY, 14/E – PAPER BACK  
 BY: THOMAS L. WHEELEN AND J. DAVID HUNGER  
 PUBLISHER: PEARSON  
 ISBN-10: **0-13-312612-9** | ISBN-13: **978-0-13312612-9**

### 1. Course Description

This course will focus on the strategic management of a for-profit firm from the perspective of general management. Strategic management deals with the question of why some companies are successful and others fail. In the context of firms, strategy aims to accomplish firms' goals of creating value and succeeding in often highly competitive marketplaces, inhabited by fierce competitors. While strategic management addresses the strategic positioning of the firm, its resources and capabilities, its organizational structure and how a firm can use them to create and sustain competitive advantage.

### 2. Scope & objectives

The ultimate goal of this course is to teach the students how to analyze a firm to assess its current strategic situation and propose strategic recommendations that will provide the firm with a sustainable competitive advantage. Such an analysis can be improved through the application of tools and techniques learned in the course. We shall, nonetheless, cover a number of analytical and conceptual tools that are essential to evaluating and formulating competitive strategies that are realistic, founded on the specific characteristics of the industry at hand, and yet consistent with the basic abilities and resources at management's disposal. We will also tackle some of the major issues involved in effectively implementing strategies, and the organizational obstacles to implementation.

Some specific objectives are:

- To introduce you to strategic management of the total enterprise in a global economy using the case study method;
- To prepare you to think critically and like general managers;
- To provide practice in analyzing, evaluating, and modifying organizations' strategies in light of changing conditions in economic, technological, political/legal and social environments;
- To instill a strong sense of professionalism, ethical and social responsibility.
- To improve your ability to examine managerial problems;
- To help analyze, and synthesize the data needed to assess the firm's strategic health and long-term financial performance.
- To conduct an industry analysis and assess broader environmental trends.
- To identify and assess a company's resources and capabilities and their ability to generate a competitive advantage.
- To use analysis (of performance, industry, resources, costs, and differentiation) to identify potential strategic actions.

- To assess the coherence of a corporate strategy and its ability to create value.

You will have the chance to enhance even further your analytical thinking and communication skills that are essential through managing in-class experimental exercises and discussions, and through the oral and written components of your individual and group projects.

### 3. Key Learning outcomes

This course builds on, and brings together, the individual functional areas (e.g. finance, human resources, marketing, accounting, supply chain management and etc.), that each of you have studied in your business education. The course will allow you to integrate the concepts you have learned in the various functional areas through a combination of: (1) short lectures, (2) case discussions, (3) preparation of written case analysis, (4) case analysis presentations, and (5) exams.

### 4. Course methodology

This class has been designed to provide a collaborative and active thinking environment, which has been proven to improve learning for most individuals. The course will use a mix of case studies, discussions, lectures, and presentations. The key component of our class is discussion, which hinges on your preparation of the case, prior analysis, and in-class participation. Therefore, individual and group preparation and participation are essential to our success in examining all relevant issues. For each week there will typically be one or two cases and one or more textbook chapters assigned, and these should be read and prepared IN DEPTH beforehand. If you are able to, read as much of the book as you can early, as it will give you a huge head start.

### 5. Detailed course content

Dates	TOPIC	Activities <sup>1</sup>
Day 1	INTRODUCTION TO STRATEGIC MANAGEMENT	Read Ch. 1
Day 2	CORPORATE GOVERNANCE	Read Ch. 2
Day 3	SOCIAL RESPONSIBILITY AND ETHICS IN STRATEGIC MANAGEMENT	Read Ch. 3
Day 4	ENVIRONMENTAL SCANNING AND INDUSTRY ANALYSIS; INTERNAL SCANNING AND ORGANIZATION ANALYSIS	Read Ch. 4 & 5
Day 5	STRATEGY FORMULATION: SITUATION ANALYSIS AND BUSINESS LEVEL STRATEGY	Read Ch. 6 Group 1 & 2 case presentations
Day 6	STRATEGY FORMULATION: <ul style="list-style-type: none"> <li>• CORPORATE STRATEGY</li> <li>• FUNCTIONAL STRATEGY AND STRATEGIC CHOICE</li> </ul>	Read Ch. 7 & 8 Group 3 & 4 case presentations
Day 7	STRATEGY IMPLEMENTATION & CONTROL: <ul style="list-style-type: none"> <li>• ORGANIZING FOR ACTION</li> <li>EVALUATION AND CONTROL</li> </ul>	Read Ch. 9 & 11 Group 5 & 6 case presentations
Day 8	FINAL EXAM	

<sup>1</sup> The professor is free to conduct occasional assessments without prior notice to student(s).

\* CASES TO BE ASSIGNED IN THE FIRST DAY OF CLASS

## 6. Assessment procedures

Course Requirements	Weights
PARTICIPATION	<u>30 %</u>
EXAM	<u>20 %</u>
CASE ANALYSIS AND PRESENTATIONS	<u>20 %</u>
FINAL PROJECT	<u>30 %</u>
TOTAL	<u>100%</u>

Letter Grade	Range	Letter Grade	Range	Letter Grade	Range
A	95-100%	B-	80-83	D+	67-69
A-	90-94	C+	77-79	D	64-66
B+	87-89	C	74-76	D-	60-63
B	84-86	C-	70-73	F	<60

## 7. General guidelines for the graduate program

As a general rule relating to the ethical principles and the code of conduct, which steer its academic environment, EBAPE sets down the following:

- Autonomy and responsibility correspond to values which, when transformed into action, highlight the importance of EBAPE's mission of producing and disseminating knowledge of Administration. Consequently, it is the professor's responsibility to conduct roll call at every class, and absences will only be justified if they comply with the applicable legislation (see details in the Student Manual).
- We recommend that the use of communication equipment such as cell phones, radios and similar equipment, as well as notebooks or equivalent, should not be permitted in the classroom, so as to avoid interfering with the teaching and learning processes.
- Resorting to fraudulent measures of any kind on the part of students during any of the evaluation phases will lead to a zero grade being awarded and the immediate referral of the case to the program department for examination of the facts.<sup>1</sup>

## 8. REQUIRED READINGS

SEE COURSE CONTENT

## 9. RESEARCH PAPER

Each group will prepare a project for the end of the semester. This project consists of the strategic analysis of a real company. A handout with detailed instructions for this project will be given in the first week of class.

## 10. Professor's mini-résumé and Communication with the professor

Professor can be reached by email at [Ronaldo.parente@fgv.br](mailto:Ronaldo.parente@fgv.br) or by phone at (21)98335-4560.

### *Professor's Bio*

Ronaldo Parente is associate professor of strategy and international business at Florida International University. He is also a visiting scholar at EBAPE-FGV. His research interests include global strategy, multinational management in emerging economies, outsourcing, strategic modularization, global supply chain management, and knowledge

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management. Dr. Parente's research has appeared in many leading academic journals such as *Journal of International Business Studies*, *Journal of the Academy of Marketing Science*, *Journal of Management Studies*, *Journal of International Management*, *Technological Forecasting and Social Change*, *IEEE Transactions on Professional Communication*, *International Business Review*, *International Journal of Automotive Technology and Management*, and the *World Financial Review*. He currently serves on the editorial board of the *Journal of International Business Review* (JIBS), *Thunderbird International Business Review* (TIBR), *Global Strategy Journal* (GSJ) and the *Journal of International Management* (JIM). He is the associate editor for the *Management Research Journal* and serves as board member at the *European Academy of International Business* (EIBA) and the *Global Strategy Interest Group of the Strategic Management Society*. He has been a guest editor of the *Global Strategy Journal* 2013 Special Issue titled "Strategic Modularity & the Architecture of the Multinational Firm" and has organized and chaired two major international conferences, CLADEA 2013 and SMS 2011. On the professional side, Dr. Parente has over 20 years of work experience and has worked, managed, and consulted for several private and public institutions in Brazil, the United States, and Bulgaria.

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<sup>1</sup>The student is guaranteed the right to a full defense as per the School's internal regulations