

COURSE INSTRUCTOR

Luís Manuel Da Silva Rodrigues

SHORT BIOGRAPHY

Luis is an Assistant Professor of Business Strategy and Positive Psychology at Nova SBE with about 30 years as a business executive. Over that period he had experience across different geographies, industries, sectors, areas and functions, with permanent involvement in strategic decision making. First 9 years with the marketing of Procter and Gamble, followed by TVI / Media Capital, Portugal Telecom and almost 6 years as an Executive Board Member of the TAP Airline group. Between 2015 and 2019, he led the Executive Education area of Nova SBE leading the school to number 1 Ranking in Portugal and top 25 in Europe. Since January 2020 he is the CEO of the SATA Azores Airlines Group. Education at Nova SBE, plus executive programs at Harvard Business School, US, and Cranfield School Of Engineering, UK.

INSTITUTIONAL EMAIL

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OFFICE HOURS

permanently, upon email appointment

PREREQUISITE(S) / PRÉ-REQUISITO(S)

NA

COURSE UNIT AIMS

The course builds on the insight that little of the discussion about Strategy that takes place in higher education programs is actually found on the daily life of companies. The little that is discussed is often confined to Strategy departments and to the interaction of a limited group with external consultants.

There are several reasons for this disconnect. A key one is that executives lack a clear pathway to address strategy in practice. To bridge this gap, the course and flow are designed in 4 blocks that simulates the mental process any executive starting to work on strategy should consider ¿ where are we, where do we want to go, how do we get there and keeping the flexibility. The course promotes an integration of traditional strategy fundamentals with leader´s intuition, i.e, learning from experience. No previous attendance of Strategy programs is required. It evolves to promote self-discovery and assisted learning. A strong component of real life business cases is used to promote practical understanding.

COURSE UNIT CONTENT

Short conceptual presentations as triggers for class discussions on real life situations from both business cases and induced by external guests.

LEARNING OBJECTIVES

On completion of this course the student should be able to:

Masters Programs Course Syllabus - Understand what business strategy is, its roots and vocabulary, and the questions that have to be formulated in the strategic development process within the firm.

- Understand different strategic frameworks, how can they complement each other to the benefit of the business outcome and take them to work for usage on a regular basis in the decision making process that companies live on.

- Interact on a personal level with peers on strategic discussion areas, leveraging relationships, team work and communication skills

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS/LEARNING OBJECTIVES

Students are guided through real life cases and examples from their own experience and the professor experience to learn hands on the key areas of Practice in Business Strategy situations. Evaluation also plays to the same base.

TEACHING AND LEARNING METHODS

Discussion of case studies preceded by group work bundled with conceptual presentations of the most recent area knowledge.

ASSESSMENT

40% group work on 3 cases, 45% final examination and 15% class participation. Final assessment rules depend on the number of students enrolled.

BIBLIOGRAPHY

Business cases, papers and videos. Blue Ocean Strategy, W. Chan Kim, René Mauborgne. Harvard Business Review Press. Digital Vortex, Jeff Loucks, James Macaulay, Andy Noronha and Michael Wade, Global Center for Digital Business Transformation, IMD and Cisco.

ADDITIONAL INFORMATION