

COURSE INSTRUCTOR

António Manuel Pereira Bernardo

SHORT BIOGRAPHY

More than 25 years managing the leading European Strategy Consulting Firm, Roland Berger, in various markets: Portugal, Spain, Italy, Brazil, Mexico, Angola and others. Experience in Investment Banking in JP Morgan and Deutsche Bank. Broad academic experience in Corporate and Business Strategy, Strategic marketing and Marketing Management.

INSTITUTIONAL EMAIL

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OFFICE HOURS

4PM TO 5PM

Scientific Area/Área Científica:	Gestão		
Frequency/Periodicidade:	Semestral		
Number of Contact Hours/ Número Horas Contacto:			
(T) Teóricas/Theoretical:	0000:00	(TP) Teórico-Práticas/Theoretical-Practical:	0036:00
(P) Práticas/Practical:	0000:00	(OT) Orientação Tutorial/Tutorial Orientation:	0010:00
(PL) Práticas Laboratoriais/Practical Labs:	0000:00	(S) Seminário/Seminar:	0000:00
Horas Dedicadas/Dedicated Hours:	0150:00		
Total Horas/Total Hours:	0196:00		

PREREQUISITE(S) / PRÉ-REQUISITO(S)

NA

COURSE UNIT AIMS

The aim of Corporate Strategy & Transformation course is to provide to the Master students a deep understanding of how CEOs design and implement strategies for companies with a portfolio of multi-businesses/multi-geographies and how to develop and execute transformation programs.

During the course several CEOs will be invited to present their companies cases directly to the students.

COURSE UNIT CONTENT

Introduce to the students' analytical tools and solutions which can be used for designing strategies and develop transformation programs for multi-businesses companies, based on the following topics:

- Definition of types of corporations (holdings), based on the resource continuum

- The concept of corporate advantage and how corporations add value to their individual businesses
- Portfolios of related and unrelated businesses and the impact for corporate advantage (eg: vertical integration in the same industry value chain; conglomerates; private equity firms)
- Industry analysis and business positioning as the source of competitive advantage and its interrelations with corporate strategy
- Models of corporate organizational structure and main management processes
- The need to develop corporate transformation programs and how to execute them

LEARNING OBJECTIVES

1. Knowledge and Understanding

Students will study and discuss the most important "Academic Research" on the corporate strategy issues as well as practical cases based on "real life" experiences in corporations.

Upon completion students will be able to understand the design of corporate strategies in different contexts (related and unrelated businesses, multi-geographies, etc.).

They will learn the most important aspects of the design and manage transformation programs.

Students will have the opportunity to interact in person with CEOs of corporations, questioning them about their corporate strategies and transformation programs.

2. Subject-Specific Skills

- Resources based strategy
- Corporate advantage
- Corporate organizational structure
- Definition of transformation programs

3. General Skills

- Corporate Strategy
- Industry analysis
- Business strategy

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS

5 February - from 13h00 to 16h00

15 February - from 14h30 to 17h30

19 February - from 13h00 to 16h00

1 March - from 14h30 to 17h30

5 March - from 13h00 to 16h00

12 March - from 13h00 to 16h00

26 March - from 13h00 to 16h00

COURSE SYLLABUS

2484 - Corporate Strategy and Transformation, 7 ECTS

Spring Semester

202021

9 April - from 13h00 to 16h00

19 April - from 14h30 to 17h30

23 April - from 13h00 to 16h00

3 May - from 14h30 to 17h30

7 May - from 13h00 to 16h00

TEACHING AND LEARNING METHODS

The course will be based on a combination of theoretical concepts and real business world examples. Lectures will comprise: articles, case presentations and group discussions. Students are expected to have a very active participation in class discussions. Working groups of 3 to 4 students will be formed.

CEOs of corporations will be invited for discussion sessions with the students on their real life cases on how they design and implement corporate strategies and also on the execution of transformation programs.

DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNING OBJECTIVES

Taking into consideration the fundamental purpose of this course, the learning method most suitable to this course is (choose one/more than one/add other).

- the method learning-by-examples (demonstration)
- learning-by-doing (practice by doing)
- learning-by-teaching [teach other(s)]

The teaching methodologies adopted are intended to stimulate the students' ability to go from theory to practice, through the apprehension of concepts, tools and methodologies which are explained in the course. Thus, they contribute to the process of individual and group learning and develop critical analysis.

ASSESSMENT

The final exam counts 50% to the final grade and a minimum grade of 10 over 20 is required. The other 50% of the grade is based on the group cases, individuals' assignments and class participation.

BIBLIOGRAPHY

Various papers presented in classes, for example:

- "An introduction to Corporate Strategy - A resource based approach"
- "Corporate Strategy - Resources and Rents"
- "Creating Corporate Advantage"
- "The five competitive forces that shape the strategy"
- "From Competitive Advantage to Corporate Strategy"
- "Is Private Equity a superior organization form?"
- Corporate organization models
- Main topics on Transformation
- Others

Several papers will be made available in moodle for weekly readings.

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Cases will also be made available.

ADDITIONAL INFORMATION

Course Impact Relation

Throughout the teaching period, the course equips students with foundational skills that will enable them to develop further understanding in future courses, directly related with the SDG Agenda.

