

Industry Analysis and Competitive Strategy	2014/2015
Code: 102312 ECTS Credits: 6	

Degree	Type	Year	Semester
2501572 Administració i Direcció d'Empreses	OT	4	0
2501573 Economia	OT	4	0

Contact

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Use of languages

Principal working language: espanyol (spa)
Some groups entirely in English: Yes
Some groups entirely in Catalan: No
Some groups entirely in Spanish: Yes

Teachers

Stefan Felix Van Hemmen
Oscar Gutierrez Arnaiz

Prerequisites

There are no pre-requisites.

This is a self-contained course, though a variety of concepts included in Business Economics and Strategic Management will be needed. The course clearly aims at valuing business strategic performance. To this end, the course intends to show how theoretical concepts, which may apparently seem complex in the first instance, can easily be applied to analyze business and industrial activity.

Objectives and Contextualisation

Once the course is over, a number of goals are expected to have been achieved by the student, which include acquaintance with basic concepts and instruments which are commonly used in industrial analysis, along with an understanding of their usefulness in the formulation of business competitive strategy, thus attaining a better understanding of available mechanisms which businesses have to generate profits.

More advanced goals also include assessing business competitive strategy, quantification of value creation associated with strategy, and the understanding of value sharing and appropriation mechanisms.

Skills

- Administració i Direcció d'Empreses
- Capacity for adapting to changing environments.
 - Capacity for independent learning in the future, gaining more profound knowledge of previous areas or learning new topics.
 - Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.

- Delegate decision making to the workers and provide them with the necessary incentives so that those decision arte taken in the interest of the company as a whole.
- Demonstrate initiative and work individually when the situation requires it
- Identify company competition, how they interact among themselves and the optimum strategies that can be drawn up in each case to stimulate competitiveness.
- Identify the positive contributions that companies make to society, developing socially responsible management, encouraging the development of objective instruments that allow for the measurement and valuation of such contributions.
- Lead multidisciplinary and multicultural teams, implementing new projects and coordinating, negotiating and managing conflicts.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Value ethical commitment in professional practice.

Economia

- Apply theoretical knowledge to improve relations with clients and suppliers, identifying the advantages and disadvantages of those relations for both sides: company and client or supplier.
- Capacity for adapting to changing environments.
- Capacity for independent learning in the future, gaining more profound knowledge of previous areas or learning new topics.
- Delegate decision making to the workers and provide them with the necessary incentives so that those decision arte taken in the interest of the company as a whole.
- Demonstrate initiative and work individually when the situation requires it.
- Demonstrate knowledge of the processes for the implementation of company strategies.
- Identify company competition, how they interact among themselves and the optimum strategies that can be drawn up in each case to stimulate competitiveness.
- Identify the positive contributions that companies make to society, developing socially responsible management, encouraging the development of objective instruments that allow for the measurement and valuation of such contributions.
- Lead multidisciplinary and multicultural teams, implementing new projects and coordinating, negotiating and managing conflicts.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Transmit company, department or work objectives clearly.
- Value ethical commitment in professional practice.

Learning outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Adapt the formulation and implementation of strategies to different settings, family companies or recently-created companies.
3. Analyse the main motivation systems in companies.
4. Apply knowledge about market structures to identify companies possible competitors and the ways in which they can compete with each other.
5. Apply the processes of formulating strategies to specific cases.
6. Assess ethical commitment in professional activity.
7. Assess the effect of different strategies on the competitiveness of a company.
8. Assess the importance of long-term commercial relationships with clients (relationship marketing).
9. Assess the interaction between strategic formulation and the internal organisation of companies.
10. Assess the main marketing concepts and tools.
11. Back up business strategy decisions.
12. Capacity to adapt to changing environments.

13. Capacity to continue future learning independently, acquiring further knowledge and exploring new areas of knowledge.
14. Classify the different ways in which a company can compete.
15. Demonstrate initiative and work independently when required.
16. Design effective motivation policies.
17. Draft business plans.
18. Explain the origin and assess companies contribution to social welfare.
19. Identify the differences in the marketing applied to different economic sectors or types of organisations.
20. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
21. List the basic stages and processes in the formulation and implementation of a business strategy.
22. List the main competitors of a company.
23. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
24. Organise work, in terms of good time management and organisation and planning.
25. Perform a critical assessment of the economic efficiency and distribution of wealth problems generated by companies.
26. Relate the business strategy to the objectives of the company and its breakdown into departments or units.
27. Select and generate the information needed for each problem, analyse it and make decisions based on this information.

Content

The course considers the firm as the basic unit of analysis, with the main purpose being to give an explanation to the observed variance in profits earned by different businesses. Accordingly, we use the concept of *business model*, which is increasingly being used in the field of strategic management. In this course we rather adopt the concept of business model as a modern notion, albeit strongly related to competitive strategy. With the notion of business model (and/or strategy) we try to highlight the strong association between the organization and its environment, the importance of being able to correctly identify both internal and external organizational factors, eventually finding out the corresponding interrelationships. The course will not stay in the abstraction domain. It claims that it is possible to apply theoretical concepts so that they become useful instruments for business strategy and, by extension, to the industries to which they belong to. It is because of all these reasons that we are going to develop benchmarking tools, based on economic concepts.

1. Introduction: recovering and revisiting some theoretical concepts.
2. Competitive environment: the concept of industry and industrial structure.
3. Business models and value creation.
4. Performance indicators, industrial analysis and strategic risk.
5. Business benchmarking.
6. Business profits: generation and distribution.

Methodology

The course aims at analyzing business strategic decisions within an industry context, and within the rigorous framework provided by the economic theory.

This implies that we need to:

1. Discuss basic concepts and theories.

This is going to be developed through classroom sessions and additional readings.

2. Work out problems and practical exercises to reinforce the understanding of previously discussed concepts.

Practice sessions will be carried out in the classroom.

3. Apply concepts to analyze specific real problems.

Case studies and examples obtained from the economic media will be provided.

Activities

Title	Hours	ECTS	Learning outcomes
Type: Directed			
Classroom sessions	45	1.8	3, 4, 5, 7, 14, 22, 18, 11, 19, 26, 25, 9
Type: Supervised			
Solving exercises and working out of cases	45	1.8	3, 4, 5, 7, 16, 19, 26, 10, 9
Type: Autonomous			
Study and understanding of concepts	45	1.8	3, 4, 5, 7, 16, 19, 26, 10, 9

Evaluation

The course assessment will consist of:

A final exam (please consult the Faculty's academic calendar). In this exam the student will be assessed on the basis of all the concepts discussed throughout the course. This exam is essentially envisaged as a filtering device to pass the course. In case the mark obtained in the exam is five or more, the examination mark will count as much as 40% of the course final mark. The remaining 60% will be based on the student's performance during the course.

Student's performance during the course. A good performance throughout the course requires class attendance and the delivery of programmed exercises and activities for each course subject. All these aspects will be supervised and controlled during the course and will result in a mark which will count 60% of the final mark.

Those students not showing up in the final exam will be considered 'not-submitted'.

At the end of the course the final marks will be disclosed, along with the date (day, hour) and place of the exam review.

A re-evaluation will be held for those students who, having not passed the course, have obtained a mark of 4 (or more) and less than 5 in the final exam.

The re-evaluation will consist of doing another final exam, comprising all the concepts developed during the course.

The student's performance during the course will not be re-evaluated.

As a result of the re-evaluation the maximum mark will be 5.

Evaluation activities



Title	Weighting	Hours	ECTS	Learning outcomes
Assessments (described in the previous section)	100%	15	0.6	2, 3, 4, 5, 7, 12, 1, 13, 14, 15, 16, 17, 22, 21, 18, 11, 19, 20, 24, 23, 26, 27, 25, 6, 10, 8, 9

Bibliography

Books:

Besanko, D. y otros (2010), *Economics of Strategy*, John Wiley and Sons. 5.^a Ed.

Bogetoft, P. & L. Otto (2011), "*Benchmarking with DEA, SFA, and R*" Springer: New York.

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Chesbrough, H. & R.S. Rosenbloom (2002), "The role of Business Model in Capturing Value from Innovation: Evidence from Xerox Corporation's Technology Spin-Off Companies," *Industrial and Corporate Change* 11(3): 529-555.

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