



## PLANO DE ENSINO

<b>DISCIPLINA: CAD009 SEMINÁRIOS EM ADMINISTRAÇÃO II - Foundations of Strategic Management</b>	
<b>CARGA HORÁRIA: 30 horas/aulas – 2 créditos</b>	<b>PERÍODO: 2º Semestre de 2022</b>
<b>PROFESSOR: Antônio Artur de Souza, Ph.D.</b>	<b>HORÁRIO: Sexta-Feira das 13h30 até as 17h15</b>
<b>Course Overview and Objectives</b>	
<p>The strategic vision of management and concept of competitiveness. The basic concepts of strategic management, such as vision, mission, and company values. Internal and external diagnosis. Scenario building and the link between a company and its environment. From the formulation to the evaluation of strategies. Basic strategic options (specialisation, diversification, and integration) and generic competitive strategies.</p>	
<b>Teaching form and class activities</b>	
<p>This class is a seminar class and participation is very desirable. You are responsible for reading the assigned materials prior to class and being prepared to participate actively in class discussions. Participation grades are based on quality and quantity.</p> <p>This class requires regular preparation and participation by all students. The instructor will serve as a convener and facilitator rather than lecturer. The course requires that students assume a more active, responsible role in learning than has been possible in previous classes.</p> <p>The following are necessary tasks, beginning in the second class: 1) in pairs, present the text previously indicated by the instructor; 2) prepare a short paper about the text; 3) generate questions and comments to contribute to the presentations made by the colleagues. In each of the seven classes there will be presentations by students, and the remaining contribute presenting questions and remarks.</p>	
<b>Class outline</b>	
1. The strategic vision of management and the concept of competitiveness. Strategic leadership and strategic managers. The strategy-making process. (f.1) (d.1)	
2. Basic concepts of strategic management. The industrial organization model of above-average returns. The resource-based model of above-average returns. Corporate analysis. (a.1) (f.2)	
3. External diagnosis. Industry environment analysis. Competitor analysis. (a.2) (d.2)	
4. Internal diagnosis: the internal environment analysis. Resources, capabilities, and core competences. Financial analysis. (a.3) (f.3)	
5. Scenario building and the link between a company and its environment. Business-level Strategy. Competitive Rivalry and Competitive Dynamics. (a.4) (a.5)	
6. Corporate-level strategy. From the formulation to the evaluation of strategies. Organizational restructuring strategies. (a.6) (a.7)	



7. Basic strategic options (specialisation, diversification, and integration) and generic competitive strategies. (c.8) (c.9)

8. Strategy implementation. Corporate governance. Organizational Structure and Controls. Strategic Leadership. (c.10) (d.11).

### Assignments & Grading

Seminars (10 points), (2) Class Participation - classroom and Moodle Forums (10 points, 4 forums), (3) case studies (15 points, 3 cases of 5 points), (4) weekly topic short papers (15 points), (5) online exam (20 points), and (6) final essay (30 points).

As atividades avaliativas serão as seguintes: (1) Apresentação de seminários (10 pontos), (2) Participação nas aulas e nos fóruns de discussão (10 pontos, 4 fóruns); (3) Estudos de casos (15 pontos); (4) Resenhas (15 pontos); (5) Prova final online (20 pontos), e (6) Trabalho final na forma de um Artigo Acadêmico (30 pontos).

Espera-se que cada aluno, ao longo das 8 sessões, apresente pelo menos dois seminários, elabore 4 resenhas e participe de todos os 4 fóruns.

### Reading Material

- (a) HITT, M.A.; IRELAND, R.D.; HOSKISSON, R.E. Strategic Management: Competitiveness & Globalization - Concepts and Cases. South-Western Cengage Learning, 2019.
- (b) DAVID, Fred .R.; DAVID, Forest. R. Strategic Management: A Competitive Advantage Approach, Concepts and Cases. Pearson, 2016.
- (c) ROTHARMEL, F. Strategic Management. McGraw-Hill Education, 2020.
- (d) HILL, C.W.L.; JONES, G.R. Strategic Management Theory: An Integrated Approach. South-Western Cengage Learning, 2016.
- (e) DESS, G.; McNAMARA, G.; EISNER, A.; LEE, S.H. Strategic Management: Text and Cases. McGraw-Hill Education, 2018.
- (f) MORDEN, T. Principles of Strategic Management. Ashgate, 2007.