

COURSE: STRATEGY

Academic Year: **2013/2014** Semester: *2nd*

Instructor(s): *Nuno Cardeal
Mário Morais
Manuel Nobre Gonçalves*

Course Content:

- Lecture 1: Strategy – Science or art?
- Lecture 2: Analysis of the Environment
- Lecture 3: Strategic direction
- Lecture 4: Internal Analysis
- Lecture 5: Crossing Environmental with internal analysis
- Lecture 6: Business level strategy
- Lecture 7: International strategy
- Lecture 8: Corporate level strategy
- Lecture 9: Strategy methods and evaluation
- Lecture 10: Strategy in action
- Lecture 11: Innovation Management
- Lecture 12: Revision and feedback

Course Objectives:

Give students a global vision of strategic management, through the introduction of key concepts and of the main international trends of strategy. These themes are applied to business case studies to foster the analytic skills of students. Case studies, and readings are at European level.



Grading:

Tests	35%
Segunda frequência	30%
Surprise test(s)	5%
Coursework in group	30%
Class participation	35%

If a student gets one grade (average of tests, coursework, or class participation) below 7.5/20, starts from scratch and takes a final exam.

Mark improvement: Students who decide to take the exam to improve their mark are not allowed to desist during the exam. The exam mark replaces the final mark student already has. The new mark cannot be more than 2 value points above the previous final mark.

Bibliography:

Book (mandatory):

- Cardeal, N. 2014. *Pensamento Estratégico*. Universidade Católica Editora: Lisboa.
- or:
- Johnson G, Whittington R., Scholes K. 2011. *Exploring Strategy* (9 ed.) Prentice Hall: Essex.

Others: Check course website

Biography:

Nuno Cardeal is Assistant Professor at CATOLICA LISBON where he teaches Strategy and Business Consulting. He holds a Ph.D. in Strategy from ISCTE, Lisbon, an MBA from CATOLICA LISBON and a BA in Mechanical Engineering from IST, Lisbon. Nuno is also a senior partner of Grupo Eurodefinicao, a group of firms operating in business consulting. As a consultant, he has been working in several sectors (cement, food, environment, beverages, energy, cork, retail, among many others). Nuno's research interests are in strategy, particularly Resource-Based View and Dynamic Capabilities.