

INNOENERGY MSc EMINE

Strategy Concepts and Models

June 2023

Prof. Jordi Brunat

Strategy - Concepts and Models

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Description

These sessions will facilitate an integrated vision of the concepts and schools of thought in the area of Strategy. Initial revision of theoretical markers and their application to business reality will allow the participant to enter with confidence into the investigation of more specialized and developed concepts, techniques and instruments without losing sight of the global perspective and often complicated reality.

The course will transfer terminology, perspectives and conceptual markers that will allow the participants to take part in discussions about their perspectives and will form a base for future knowledge development in the area of Strategic Management.

Learning Objectives

The module will allow participants to achieve the following objectives:

- Increase their analytical capacity and comprehension of the business environment.
- Recognize the relevant elements and the role that they elements play in the long term decision making process.
- Identify the strategic essence of a venture, using conceptual frameworks to interrelate different issues driving strategic management.
- Gain capacity to differentiate between strategic levels, recognizing the interaction and conflict that they can create.
- Use basic concepts of sector analysis and competitive dynamics to understand the situation of different industry areas and the threats and opportunities these represent.
- Understand and use general corporate management tools.
- Situate role, responsibility and capacity of the principal functional areas of a business, within the process of value generation.

Required Pre-Work and Readings

Included in *HBR's Must-Reads on Strategy*, Harvard Business Review.

What Is Strategy? by Michael E. Porter (Page 1)

The Five Competitive Forces That Shape Strategy by Michael E. Porter (Page 39)

Blue Ocean Strategy by W. Chan Kim and Renée Mauborgne (Page 123)

(If you are tight on time, start with The Five Competitive Forces. Then tackle the other two, if possible. And of course, if you are still thirsty, the other seven readings are also inspiring.)

Furthermore, and for the curious, I am including four additional readings;

McKinsey Global Institute – Oct 2022 – On the cusp of a new era

McKinsey & Company – April 2020 – The future is not what it used to be

McKinsey Quarterly – July 2017 – Competing in a world without sectors

MIT Sloan Management Review – Summer 2015 - Thriving in an increasingly digital ecosystem

All are updated visions of strongly transforming forces and trends that are reconfiguring business scenarios. New ventures and technology intensive operations will not be the exceptions.

Professor Jordi Brunat

Industrial Engineer (UIA), MBA (Esade), MSc Research (KU).

He has served as Credit Manager of BBVA (NY Branch Office), Director of Marketing Services for Nissan Motor España, member of the Product Committee and the Marketing Committee (Nissan Europe NV), Assistant Commercial Director (Nissan Motor Iberica), member of the Executive Committee of Volkswagen Audi España, director Wholly Owned Subsidiaries and Director of Marketing Services for the same company.

He has also served as Managing Director of Esade Executive Education. Currently he is a General Management and Strategy professor, and a corporate advisor and consultant.