

**Syllabus “Strategic Management I”****2014/2015**

Code: 102363

ECTS: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management (English)	OB	3	1
2501573 Economics	OT	4	0

**Contacts**

Course Coordinator: Carlos Guallarte Nuez  
 E-mail: [Carlos.Guallarte@uab.cat](mailto:Carlos.Guallarte@uab.cat)

Course Professor (theory): Tomislav Rimac  
 E-mail: [Tomislav.Rimac@uab.cat](mailto:Tomislav.Rimac@uab.cat)

Course Professor (seminars): Meysam Zolfaghary  
 E-mail: [meysam.zolfaghari@uab.cat](mailto:meysam.zolfaghari@uab.cat)

**Languages**

English only

**Prerequisites**

In order to be able to successfully follow and complete the course it is recommended that a student has passed the following subjects: Business Economics I, Introduction to Accounting, and Financial Statement Analysis.

**Objectives**

The objective of this course is to teach and practice the skills and techniques used in the strategic management of organizations in order to enable a student to productively participate in the process of business strategy formulation.

**Competences**

- To successfully adapt to changing socio-economic and cultural environments.
- To communicate effectively in English, orally and in writing, in order to be able to synthesize and present the ideas and the completed work.
- To demonstrate working knowledge of the process of creation of business strategies.
- To be able to identify and analyze competing organizations, understand their impact on own organization, and develop strategies to compete optimally.
- To lead multidisciplinary and multicultural teams, implement new projects, negotiate, and manage conflict.
- To organize work using good time management, project management, and planning practices.
- To make decisions in uncertain situations and demonstrate innovative and entrepreneurial spirit.
- To select and generate information needed for analysis of problems, perform analysis, and make appropriate decisions.
- To value and follow ethical principles in professional activities.

**Learning outcomes**

1. Proficiency to formulate adequate business management strategies in specific cases.
2. Ability to evaluate effects of different business strategies on the competitiveness of own organization.
3. Facility to adapt to fast changing socio-economic environments.

4. Capacity to communicate in written and spoken English and to synthesize and present ideas and completed work.
5. Power to identify main competitors own organization.
6. Capability to classify different forms of competing organizations.
7. Knowledge of basic steps and processes in the formulation and implementation of business strategy.
8. Understanding of issues related to leading of multidisciplinary and multicultural teams, implementation of new projects, coordination, negotiation, and management of conflict.
9. Experience in organizing work using good time management, project management, and planning practices.
10. Confidence to make decisions in uncertain situations and to demonstrate innovative and entrepreneurial spirit.
11. Expertise in selecting and generating information needed for analysis of problems and in making decisions based on this information.
12. Assimilation of ethical principles in professional activities.

## Content

### **Topic 1: Introduction to functions of management**

Management tasks. – Management functions: competitiveness, efficiency and management skills. – Ethics and social responsibility in business management. - Empirical research on the functions of management.

### **Topic 2: Organizational Strategy**

The concept of strategic management. - Business strategy content. – Strategy objectives and levels. - Business units. - The strategic process. - Strategic thinking.

### **Topic 3: Strategic Diagnostics (I) - External analysis**

External environment concept and its levels. - Analysis of the environment. - Analysis of the industry and the competition. - Strategic groups. - Segmentation of demand.

### **Topic 4: Strategic Diagnostics (II) - Internal analysis**

Functional analysis and strategic profile. - Value chain. – Experience curve. – Analysis of resources and capabilities. - Benchmarking.

### **Topic 5: Business Strategy (I)**

The nature and sources of competitive advantage. - Analysis of cost and differentiation competitive advantage. – The strategic clock.

### **Topic 6: Business Strategy (II) in different industries**

Life cycle. - Strategies for emerging, mature, and declining industries. - Innovation strategy.

### **Topic 7: Corporate strategy**

Directions of strategic development. - Corporate strategies of diversification, vertical integration, internationalization, and cooperation. - Management and management techniques of diversified businesses.

### **Topic 8: Formulating business strategy in practice**

Strategy evaluation criteria and selection techniques. - Strategic planning.

## Teaching Methodology

To achieve the objectives of this course the following teaching methods will be used:

1. Lectures with the use of ICT: In these sessions the professor will develop the main fundamental ideas and concepts of the topic and provide illustrative examples from the business world, where applicable.
2. Workshops focusing on exercises and case studies to better understand various theoretical concepts studied in the lectures.
3. Various support activities to familiarize students with the real-life business world - during the course students will perform research and read newspaper and journal articles related to the topics covered in the course.
4. Completion, delivery, and presentation of activities and / or practical projects developed by students working in groups.

5. Tutorial attendance: Professors will have scheduled office hours during which students may obtain help in resolving questions they encounter during the study of class material.

### Learning activities

Type	Hours	ECTS	Learning outcome
<b>Type: Directed</b>			
Practice classes	15	0.6	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Theory classes	30	1.2	1, 2, 5, 6, 7
<b>Type: Supervised</b>			
Tutorials and monitoring	7.5	0.3	1, 2, 5, 6, 7
<b>Type: Autonomous</b>			
Studying of the class material and preparation and solution of exercises	90	3.6	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

### Assessment criteria

The final course grade will consist of the weighted average of three grades – participation, mid-term exam, and final exam. Each of the three evaluation elements will be graded on the scale from 0 to 10, 10 being the highest grade. The final grade will be calculated using the following formula:

$$\text{FINAL GRADE} = 20\% (\text{midterm exam}) + 20\% (\text{participation}) + 60\% (\text{final exam})$$

1. **Participation.** Students are required to be present during the classes and to complete all individual and group assignments during the semester. Participation mark represents 20% of the final course grade.
2. **Mid-term exam.** The mid-term exam will take place on **Tuesday, November 11, 2014 between 9 a.m. and 10 a.m.** The mid-term exam will cover the class material covered up to that point and will be offered only once. As there is no minimum grade requirement for the mid-term exam, a student can miss the mid-term exam and still “pass” the course. However, when a student misses the mid-term exam the mid-term exam grade will be zero and no compensation work will be assigned, even if the student had a valid reason for missing the exam. The grade of the mid-term exam represents 20% of the final grade.

In order to be allowed to take the final exam, the student must obtain a continuous evaluation grade (average of the mid-term exam grade and the participation grade) that is equal to or greater than 4. If the continuous evaluation grade is less than 4, the continuous evaluation grade becomes the final course grade and the student will not be allowed to take the final exam. The student will have to repeat the course.

3. **Final exam.** The final exam will take place on **Wednesday, January 07, 2015 between 12 a.m. and 2:30 p.m.** Students must verify the exact date, time, and location in the faculty examination schedule. Final exam evaluates students based on the total material covered in the class. The grade of the final exam represents 60% of the final course grade. To pass the course, it is necessary to obtain final exam grade greater or equal to 4. The final exam will be offered only once and no compensation work will be assigned.

After the exam, each professor will publish the final exam and final course grades, and date, time and place of review of the examination.

Students who obtain the final course grade equal to or greater than 4 and less than 5 will be provided with a re-evaluation opportunity. Professors will decide about the type of re-evaluation. The re-evaluation will take place on **Tuesday, January 20, 2015 between 12 a.m. and 2:30 p.m.** Students must verify the exact date, time, and place for the re-evaluation in the faculty examination schedule. There will be only two possible re-evaluation grades: “Pass” (“Apte”) or “Fail” (“No-apte”). Students that obtain “Pass” re-evaluation grade will pass the course with the final grade of 5. Students that obtain “Fail” (No-apte) re-evaluation grade will fail the course with the final course grade obtained during the regular evaluation.

Student can obtain “Not Present” (“No Presentat”) grade only when they have not participated in any of the evaluation activities. Therefore, students who perform even one evaluation component cannot obtain “Not Present” (“No Presentat”) grade.

Assessment activities

Type	Weight	Hours	ECTS	Learning outcome
Final exam	60%	3	0,12	1, 2, 4, 5, 6, 7
Mid-term exam	20%	2	0,08	1, 2, 4, 5, 6, 7
Participation	20%	2,5	0,1	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12

Bibliography

GENESCÀ, E.; GOULA, J.; OLIVER, J.; SALAS, V. y SURÍS, J. M. (eds.) (2005): La industria en España: Claves para competir en un mundo global. Barcelona: Ariel.

GRANT, R. M. (2013): Cotemporary Strategy Analysis (8<sup>th</sup> ed.). Chichester, UK: John Wiley & Sons.

JOHNSON, G., SCHOLLES, K. y WHITTINGTON, R. (2008): Exploring Corporate Strategy (8<sup>th</sup> ed.). Harlow, UK: Pearson Education Ltd.

GUERRAS, L. A.; NAVAS, J. E. (2007): La dirección estratégica de la empresa. Teoría y aplicaciones. Madrid: Thomson-Civitas.

VECIANA, J. M.<sup>a</sup> (1999): La función directiva. Bellaterra (Barcelona): Servicio de Publicaciones de la UAB.