

<b>Syllabus “Strategic Management II”</b>	<b>2013/2014</b>
Code: 102362	
ECTS: 6	

Degree	Plan	Type	Year	Semester
EHEA Degree	Business Administration and Management (English) - Bellaterra	OB	3	2

### Contacts

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### Language

English

### Prerequisites

In order to be able to successfully follow and complete the course, it is recommended that the student has passed Strategic Management I.

### Objectives

The objective of this course is to teach and practice the knowledge and techniques related to strategic management of organizations in order to enable students to productively participate in the process of business strategy implementation.

### Competences

- To adapt to changing environments.
- To communicate orally and in writing in English in order to be able to synthesize and present the work done.
- To demonstrate knowledge of the processes of implementation of business strategies.
- To lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflict.
- To organize the 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 and make decisions based on this information.
- To ensure transparency of execution by clearly stating the objectives of an organization, department or project.
- To value and follow ethical principles in professional activities.

## Learning outcomes

1. Ability to apply the processes of strategy formulation and implementation in specific cases.
2. Facility to adapt to changing environments.
3. Capacity to communicate orally and in writing in English when synthesizing and presenting the work done.
4. Knowledge of the basic steps and processes in the formulation and implementation of business strategy.
5. Understanding of the issues related to leading of multidisciplinary and multicultural teams, implementation of new projects, coordination, negotiation and management of conflict.
6. Experience in organizing the work using good time management, project management and planning practices.
7. Confidence to make decisions in uncertain situations and to demonstrate innovative and entrepreneurial spirit.
8. Comprehension of links between business strategy and organizational objectives and of the impact of business strategy on departments and business units
9. Expertise in selecting and generating information needed for analysis of problems and in making decisions based on this information.
10. Applying ethical principles in professional activities.

## Content

1. **The organization as an instrument for business strategy implementation:** The concept of organization. - Schools and theories of organization. - Dynamics of organizational elements. - Human behavior in organizations.
2. **Organizational structure and design:** Criteria and key factors in the design of the organizational structure. - Types of organizational structures. - Models of analysis, diagnosis, and adaptation of organizations.
3. **Motivation and organizational behavior:** Motivation and human behavior. - Content and process theories of motivation. - Factors affecting workplace motivation.
4. **Management and leadership:** formal and informal management (leadership). - Leadership styles: traditional and contemporary approaches. - Participation and delegation. - Participatory management by objectives (PMBO).
5. **Group work:** Groups in organizations. - Explanatory model of group behavior. - Creating high performance teams. – Types of group work with participatory management. - Management of meetings. - Problems in functioning of the groups.
6. **Communication:** The communication process and its elements. – Functions and barriers to the communication. – Flows of information and communication systems in organizations. – Conditions for effective organizational communication.
7. **Conflict and negotiation:** Definition, causes and expressions of the conflict. – The conflict process and stages. – Treatment and prevention of conflicts. - Negotiation as management ability. – Types, stages and problems of negotiation.
8. **Creativity and innovation:** Concepts of creativity and innovation. – Creativity process. – Creativity techniques. – Innovation management. – Characteristics of innovative organizations.
9. **Organizational culture:** Concepts, content and levels of organizational culture. – Functions and types of organizational culture. – Creation, transmission and learning of the organizational culture. – Strategy-culture congruence. – Analysis and change of organizational culture.
10. **Organizational change, development and learning:** Necessity and forces of change in organizations. – Objectives and management of change. – Ways to manage the sources of resistance to change. – Organizational development (OD): definition, application areas and techniques. – Organizational learning and knowledge management.

## Methodology

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

1. Classes with the ICT support: In these sessions professors 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
Theory classes	30	1.2	1, 4, 8
<b>Type: Supervised</b>			
Tutorials and monitoring	7.5	0.3	1, 4, 8
<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

## Evaluation

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:

$$\text{FINAL GRADE} = 20\% (\text{midterm exam}) + 30\% (\text{participation}) + 50\% (\text{final exam})$$

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 30% of the final course grade.
2. **Mid-term exam.** The mid-term exam will take place on **Tuesday, April 22, 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 **Monday, June 02, 2014 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 50% 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 **Friday, June 20, 2014 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.

### Evaluation activities

Type	Weight	Hours	ECTS	Learning outcome
Final exam	50%	3	0,12	1, 3, 4, 8, 9
Mid-term exam	20%	2	0,08	1, 3, 4, 8, 9
Participation	30%	2,5	0,1	1, 2, 3, 4, 5, 6, 7, 8, 9, 10

### Bibliography

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GÓMEZ-MEJÍA, L. i BALKIN, D. (2003): Administración. México: McGraw Hill Interamericana.

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ROBBINS, S.P. and JUDGE, T. A. (2010) Introducción al comportamiento organizativo (10ª ed.). Madrid: Pearson Educación, S.A.

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