

**Strategic Management II**

Code: 102362  
 ECTS Credits: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management	OB	3	2
2501573 Economics	OT	3	2
2501573 Economics	OT	4	0

**Contact**

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**Use of languages**

Principal working language: catalan (cat)  
 Some groups entirely in English: Yes  
 Some groups entirely in Catalan: Yes  
 Some groups entirely in Spanish: Yes

**Teachers**

Joan Lluís Capelleras Segura

**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 and Contextualisation**

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

**Skills**

**Business Administration and Management**

- Capacity for adapting to changing environments.
- Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.
- Demonstrate knowledge of the processes for the implementation of company strategies.
- Lead multidisciplinary and multicultural teams, implementing new projects and coordinating, negotiating and managing conflicts.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Transmit company, department or work objectives clearly.
- Value ethical commitment in professional practice.

## Learning outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Apply the processes of formulating strategies to specific cases.
3. Assess ethical commitment in professional activity.
4. Capacity to adapt to changing environments.
5. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
6. List the basic stages and processes in the formulation and implementation of a business strategy.
7. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
8. Organise work, in terms of good time management and organisation and planning.
9. Relate business strategy to the objectives of the company and its breakdown into departments or units.
10. Select and generate the information needed for each problem, analyse it and make decisions based on this information.

## 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.

## Activities

Title	Hours	ECTS	Learning outcomes
<b>Type: Directed</b>			
Practice classes	15	0.6	2, 4, 1, 6, 5, 8, 7, 9, 10, 3
Theory classes	35	1.4	2, 6, 9
<b>Type: Supervised</b>			
Tutorials and monitoring	7.5	0.3	2, 6, 9
<b>Type: Autonomous</b>			
Studying of the class material and preparation and solution of exercises	85	3.4	2, 4, 1, 6, 5, 8, 7, 9, 10, 3

## Evaluation

### Calendar of evaluation activities

The dates of the evaluation activities (midterm exams, exercises in the classroom, assignments, ...) will be announced well in advance during the semester.

The date of the final exam is scheduled in the assessment calendar of the Faculty.

*"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity."* **Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB).** Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an **Application for exams' reschedule**

[https://eformularis.uab.cat/group/deganat\\_feie/application-for-exams-reschedule](https://eformularis.uab.cat/group/deganat_feie/application-for-exams-reschedule)

### Grade revision process

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

### Retake Process

*"To be eligible to participate in the retake process, it is required for students to have been previously been evaluated for at least two thirds of the total evaluation activities of the subject." Section 3 of Article 112 ter. The recovery (UAB Academic Regulations).* Additionally, it is required that the student to have achieved an average grade of the subject between 3.5 and 4.9.

The date of the retake exam will be posted in the calendar of evaluation activities of the Faculty. Students who take this exam and pass, will get a grade of 5 for the subject. If the student does not pass the retake, the grade will remain unchanged, and hence, student will fail the course.

### **Irregularities in evaluation activities**

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, *"in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0". Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).*

The (global) final course grade will consist of the weighted average of the three following grades (on the scale from 0 to 10, the highest grade):

1. Course participation (follow up): The right followship of the course implies that students are required to be present during the class sessions and to complete all individual and group assignments (cases, group projects and/or exercises or activities) programmed during the semester for each topic. This participation mark represents 30% of the final course grade.
2. Mid-term exam. This mid-term (partial) exam will cover the class contents covered up to that point. The grade of the mid-term exam represents 20% of the final course grade.
3. Final exam (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.

It is absolutely required that the student obtains between the course participation (1) and mid-term exam (2) grades a minimum average equal to 4, as well as a minimum of 4 in the final exam (3). Only in this case, the global average (course final grade) will be calculated using the following formula: final course grade = 30% (participation) + 20% (mid-term exam) + 50% (final exam). If such a final global average (final course grade) is equal or greater than 5, the student will pass the subject. If this final average (final course grade) is equal to or greater than 3.5 but lesser than 5, the student will fail the course but will be provided with a re-evaluation opportunity. If this final average is lower than 3.5, or there aren't the conditions to calculate it, the student will fail the subject without a right to re-evaluation and will have to repeat the course.

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

For those students with right to re-evaluation (obtaining a final course grade equal to or greater than 4 and less than 5), Professors will decide about the type such as of re-evaluation. The re-evaluation date/time/place will be scheduled according to 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 a final maximum 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 (i.e. before the given re-evaluation opportunity).

A student can obtain "Not Assessed" grade only when he/she has not participated in any of the evaluation activities. Therefore, students who perform even one evaluation component cannot obtain "Not Assessed" grade.

### **Evaluation activities**

Title	Weighting	Hours	ECTS	Learning outcomes
Final exam	50%	3	0.12	2, 1, 6, 9, 10
Mid-term exam	20%	2	0.08	2, 1, 6, 9, 10
Participation	30%	2.5	0.1	2, 4, 1, 6, 5, 8, 7, 9, 10, 3

## Bibliography

GÓMEZ-MEJÍA, L. i BALKIN, D. (2012): Management. Pearson.

ROBBINS, S. P. and JUDGE, T. A. (2012) Organizational behavior (15th ed.). Prentice Hall.