

Strategic Management

Code: 102181
ECTS Credits: 6

Degree	Type	Year	Semester
2501232 Business and Information Technology	OB	3	1

Contact

Name: Maria Consol Torreguitart Mirada
Email: Consol.Torreguitart@uab.cat

Use of Languages

Principal working language: catalan (cat)
Some groups entirely in English: No
Some groups entirely in Catalan: Yes
Some groups entirely in Spanish: No

Teachers

Santiago Guerrero Boned

Prerequisites

In order to be able to successfully follow and complete the course it is recommended that a student has passed the following subject: Business Economics.

Objectives and Contextualisation

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

- Analysing, diagnosing, supporting and taking decisions in terms of organisational structure and business management.
- Demonstrating a comprehension of the principles, structure, organisation and inner workings of companies and organisations.
- Developing self-learning strategies.
- Identifying, analysing and solving complex problems and situations related to company organisations.
- Students must be capable of adapting to new situations and new knowledge that may lead to new analysis and different stances.
- Students must be capable of analysing, summarising, organising, planning and solving problems and making decisions.
- Students must be capable of searching and analysing information of different sources.

Learning Outcomes

1. Analyze the different models of management of companies and organizations.
2. Defining the process of analysis, formulation and implementation of strategies in a company.

3. Developing self-learning strategies.
4. Effectively analysing and formulating the strategy of a company.
5. Interrelating the business decisions with the rest of functional decisions of a company.
6. Managing a change process.
7. Students must be capable of adapting to new situations and new knowledge that may lead to new analysis and different stances.
8. Students must be capable of analysing, summarising, organising, planning and solving problems and making decisions.
9. Students must be capable of searching and analysing information of different sources.

Content

Topic 1: Organizational Strategy: The concept of strategic management. - Business strategy content. - Strategy objectives and levels. - Business units. - The strategic process. - Strategic thinking.

Topic 2: Mission and business objectives: Mission and business vision. -The strategic objectives. -The corporate responsibility of the company. - Business ethics.

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: The nature and sources of competitive advantage. - Analysis of cost and differentiation competitive advantage.- The strategic clock. Life cycle. - Strategies for emerging, mature, and declining industries. - Innovation strategy.

Topic 6: 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.

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.

Activities

Title	Hours	ECTS	Learning Outcomes
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Type: Directed

Case studies	13	0.52	4, 2, 6, 5, 8, 9
Theoretical sessions	33	1.32	4, 2, 5
Type: Supervised			
Tutorials	15.5	0.62	4, 2, 5
Type: Autonomous			
Concept study	45	1.8	4, 2, 6, 5, 8, 9
Search for information, preparation and resolution of cases	40	1.6	4, 2, 6, 5, 8, 9

Assessment

The final grade of the subject will consist of the weighted average of three scores:

1. Course follow-up. The correct follow-up of the course requires the attendance in class and the accomplishment and delivery of the practical cases, as much those realized autonomously as those carried out to the laboratory practices, besides the realization of the activities programmed during the course by each of the topics. Throughout the course, all these aspects will be controlled and that will result in a score that will represent 30% of the final mark of the course.
2. Mid-term exam (see the exam calendar of the Faculty). At the middle of the course there will be a test about the contents of the first part of the course. This score will represent 30% of the final mark. Obtaining a rating of 5 or more allows students to pass this part of the syllabus.
3. Final exam (see the exam calendar of the Faculty). Students will be assessed based on the contents of the second part of the course, which can be passed if they obtain a grade of 5 or higher. In this case the mark of the exam will represent 40% of the final mark of the course. On the same date that this exam there will be an additional test for students who have not passed the evaluative activity cited in 2. Obtaining a rating of 5 or more allows students to pass this part of the subject.

To pass the subject, it is necessary to obtain a minimum grade of 5 in the weighted average of the three notes that form the course evaluation (see points 1, 2 and 3 above).

If the weighted average mentioned in the previous point is lower than 3,5, the student will have to repeat the subject next year. Otherwise the student can accomplish the recovery process described below (Retake Process).

A student is considered "Not evaluable" to the subject as long as he has not participated in any of the assessment activities. Therefore, it is considered that if a student does any part of the activities of course evaluation cited above, can no longer opt for a "Not evaluable".

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

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 evaluationactivities

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).**

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Course follow-up	30%	0	0	1, 4, 2, 7, 3, 6, 5, 8, 9
Final exam	40%	2	0.08	4, 2, 6, 5, 8
Mid-term exam	30%	1.5	0.06	1, 4, 2, 6, 5, 8, 9

Bibliography

GUERRAS, L.A.; NAVAS, J.E. (2016): La dirección estratégica de la empresa. Teoría y aplicaciones (7ª ed.) Madrid: Thomson-Civitas.

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JOHNSON, G., SCHOLLES, K. y WHITTINGTON, R. (2006): *Dirección estratégica* (7ª ed.). Madrid: Pearson Prentice Hall.

THOMPSON, A., et.al (2015): Administración estratégica. Teoría y Casos. 19ª edición. McGrawHill.