

Strategic Management I

Code: 102363
ECTS Credits: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management	OB	3	1
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

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 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

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.
- Identify company competition, how they interact among themselves and the optimum strategies that can be drawn up in each case to stimulate competitiveness.
- 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.
- 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. Assess the effect of different strategies on the competitiveness of a company.
5. Capacity to adapt to changing environments.
6. Classify the different ways in which a company can compete.
7. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
8. List the basic stages and processes in the formulation and implementation of a business strategy.
9. List the main competitors of a company.
10. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
11. Organise work, in terms of good time management and organisation and planning.
12. Select and generate the information needed for each problem, analyse it and make decisions based on this information.

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.

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
Type: Directed			
Practice classes	15	0.6	2, 4, 5, 1, 6, 9, 8, 7, 11, 10, 12, 3
Theory classes	30	1.2	2, 4, 6, 9, 8
Type: Supervised			
Tutorials and monitoring	7.5	0.3	2, 4, 6, 9, 8
Type: Autonomous			
Studying of the class material and preparation	90	3.6	2, 4, 5, 1, 6, 9, 8, 7, 11, 10, 12, 3

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:

FINAL GRADE = 20% (midterm exam) + 20% (participation) + 60% (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 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. 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 reevaluation opportunity. Professors will decide about the type of re-evaluation. 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.

Evaluation activities

Title	Weighting	Hours	ECTS	Learning outcomes
Final exam	60%	3	0.12	2, 4, 1, 6, 9, 8
Mid-term exam	20%	2	0.08	2, 4, 1, 6, 9, 8
Participation	20%	2.5	0.1	2, 4, 5, 1, 6, 9, 8, 7, 11, 10, 12, 3

Bibliography

GRANT, R. M. (2013): Cotemporary Strategy Analysis (8th ed.). Chichester, UK: John Wiley & Sons.
JOHNSON, G., SCHOLLES, K. y WHITTINGTON, R. (2008): Exploring Corporate Strategy (8th ed.). Harlow, UK: Pearson Education Ltd.
GUERRAS, L. A.; NAVAS, J. E. (2013): Fundamentals of Strategic Management. Thomson Reuters Civitas, Madrid 2013