

Degree	Type	Year
Labour Relations	OB	3

Contact

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Teachers

Xavier Garriga Fortuño

Teaching groups languages

You can view this information at the [end](#) of this document.

Prerequisites

It is recommended to have studied: Business Economics, Accounting and Business Organization

The subject will be taught in according the perspective of the Sustainable Development Goals

Objectives and Contextualisation

To impart and practice the knowledge and techniques related to the strategic direction of the company, in order that the participant -directive and / or directed- be effectively involved in the processes of formulation and implementation of the business strategy.

Competences

- Applying techniques and making decisions in terms of human resources (remuneration policy, selection policy).
- Applying the different evaluation techniques in a socio-occupational audit.
- Clearly expressing ideas or facts in a compelling way.
- Drawing up and formalising reports and documents.
- Identifying, analysing and solving complex problems and situations from an (economic, historical, legal, psychological, and sociological) interdisciplinary perspective.
- Organising and managing the available time.

- Producing and designing organizational strategies, developing the human resources strategy of the organization.
- Students must be capable of deciding, sharply taking decisions and judging.
- Students must be capable of initiative, creativity and entrepreneurial spirit.
- Students must be effective in a changing environment and when facing new tasks, responsibilities or people.
- Verbally communicating and defending a project.
- Working autonomously.
- Working effectively in teams.

Learning Outcomes

1. Clearly expressing ideas or facts in a compelling way.
2. Designing new organisational forms.
3. Drawing up and formalising reports and documents.
4. Introducing the business strategy in several factual contexts.
5. Knowing the accounting and social information system of a company.
6. Knowing the organisational forms, organisation and working methods.
7. Organising and managing the available time.
8. Relating the business strategy and human resource policies.
9. Students must be capable of deciding, sharply taking decisions and judging.
10. Students must be capable of initiative, creativity and entrepreneurial spirit.
11. Students must be effective in a changing environment and when facing new tasks, responsibilities or people.
12. Understanding the specialisation and decentralisation of human resources.
13. Understanding the strategic process and corporate governance.
14. Verbally communicating and defending a project.
15. Working autonomously.
16. Working effectively in teams.

Content

Topic 1. Strategy of company: Concept of policy or strategy of company. - Content of the business strategy. - Objectives and strategic levels. - The strategic business unit. - The strategic process. Approaches to strategic thinking.

Topic 2. Strategic diagnosis (I): External analysis: Concept and levels of the environment. Analysis of the general environment .- Analysis of the sectoral environment and competition .- The strategic groups .- Segmentation of demand.

Topic 3. Strategic diagnosis (II): Internal analysis: Functional analysis and strategic profile. - Value chain. - Experience curve. - Analysis of resources and capabilities. - Benchmarking.

Topic 4. Business strategies: Nature and sources of competitive advantage .- Analysis of competitive advantage in cost and differentiation .- The strategic clock.

Topic 5. Business strategies in different industrial contexts: Life cycle.- Strategies for emerging sectors, immaturity and in decline.- Innovation strategies.

Topic 6. Corporate strategies: Strategic development directions .- Corporate strategies: diversification, vertical integration, internationalization and cooperation .- Technical management management of diversified companies. Topic 7. The formulation of the strategy in business practice: Evaluation criteria and strategies selection techniques .- The strategic plan.

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Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Practical classes	15	0.6	13, 4, 8, 10
Presentation of cases	5	0.2	13, 4, 10
Theoretical classes	40	1.6	13, 4, 8
Type: Supervised			
Tutorials	10	0.4	13, 4, 8
Type: Autonomous			
Search for information, preparation and resolution of cases	30	1.2	13, 4, 8, 10
Study of the contents	45	1.8	13, 4, 8, 10

"The teaching of the subject will face-to-face."

"The teaching methodology and the evaluation may undergo some modification depending on the restrictions on attendance imposed by the health authorities."

To achieve the objectives of the subject, the following teaching methodology will be combined:

1. Lectures with TIC support: In these sessions the professors will develop the main concepts and fundamental notions of the subject. To facilitate their learning will be examples of companies and practical applications will be made.
2. Work sessions focused on a case: The case methodology will be used to better understand the different theoretical concepts worked on in the lectures.
3. Various support activities: With the aim of bringing the student to the world of the company during the course will be proposed to read articles in the press and / or specialized magazines where news related to the concepts that have worked on the subject .
4. Realization of practical activities by the students: For each of the thematic blocks, a dossier of practical activities will be provided.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

Assessment

Continuous Assessment Activities



Title	Weighting	Hours	ECTS	Learning Outcomes
Course follow-up	25%	0	0	14, 5, 11, 6, 2, 13, 1, 4, 7, 3, 8, 9, 10, 15, 16
Final exam	50%	3	0.12	11, 13, 12, 1, 4, 7, 9, 10, 15
Partial exam	25%	2	0.08	11, 13, 12, 1, 7, 8, 10, 15

The final grade of the course will be formed by the weighted average of three notes:

- Course follow-up. The correct follow-up of the course requires the attendance to class and the realization of the exercises and activities programmed during the course for each one of the subjects. Throughout the course all these aspects will be controlled in the same way as their result which determines a grade that will represent 25% of the final grade of the course.

- Partial An exam about the contents of the first part of the course will be done halfway through the course. The exam note will represent 25% of the final grade of the course.

3. Final exam (see faculty exam calendar). The student will be evaluated based on the contents of the second part of the course. The exam note will represent 50% of the final grade of the course.

To pass the subject it is necessary:

a) Take a grade equal to or greater than 4 in the final exam.

b) The weighted average of the three notes is greater than 5.

At the end of the course each professor will publish the final grades and the day, time and place of review of the exam.

For students who in the evaluation of the course have obtained a mark that is equal to or higher than 3 and lower than 5 there will be a re-evaluation. The teaching staff of the subject will decide the modality of this re-evaluation. The grade of the re-evaluation will have two possible options: Pass or Fail. If the student obtains a grade of Pass, he is considered to have passed the subject with a maximum numerical grade equal to 5. If the student obtains a grade of Fail, he does not pass the subject and the final grade will be equal to the grade obtained before the re-evaluation.

Students will be assessable as long as they have completed a set of activities whose weight is equivalent to a minimum of 2/3 of the total grade for the subject. If the value of the activities carried out does not reach this threshold, the teacher of the subject may consider the student as non-evaluable".

Single assessment: It will consist of a special exam that will take place on the same day and time as the final exam. It will consist of questions from the whole subject and a practical exercise. The same recovery system will be applied as for the continuous assessment. The same non-evaluable criterion will be applied as for the continuous evaluation.

Improper conduct and cheated:

"A student who copies or tries to copy in an exam will have a 0 in the subject and will lose the right to re-evaluation. A student who presents a practice in which there are indications of plagiarism or who cannot justify the arguments of their practice he will get a 0 and receive a warning. In case of repetition of the behavior, the student will fail the subject (0) and will lose the right to recovery ".

Bibliography

Compulsory:

GRANT, R.M. (2013): Dirección estratégica. Madrid: Civitas.

Article: "Guerra de estandares. Gustau Folch (2020). Included in Virtual Campus.

Recommended:

GUERRAS, L.A.; NAVAS, J.E. (2013): La dirección estratégica de la empresa. Teoría y aplicaciones. Madrid: Thomson-Civitas.

JOHNSON, G., SCHOLLES, K. y WHITTINGTON, R. (2008): Dirección estratégica. Madrid: Pearson Prentice Hall.

GIMBERT RÀFOLS, X. Gestionar estratégicamente (2021). Deusto.

Software

There are not specific programs, only office skills

Groups and Languages

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

Name	Group	Language	Semester	Turn
(PAUL) Classroom practices	1	Catalan	first semester	morning-mixed
(PAUL) Classroom practices	51	Catalan/Spanish	first semester	afternoon
(TE) Theory	1	Catalan	first semester	morning-mixed
(TE) Theory	51	Catalan/Spanish	first semester	afternoon