

## Strategic Management and Planning

Code: 102361  
ECTS Credits: 6

**2025/2026**

Degree	Type	Year
Business Administration and Management	OT	4

### Contact

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### Teachers

Dario Cottafava

### Teaching groups languages

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

### Prerequisites

It is advisable to take this course in the 4th year of the Bachelor in Business Administration.

### Objectives and Contextualisation

To teach, amplify and practice knowledge and techniques related to strategic management and planning in the firm. Also, it is aimed at improving the student's skills and competencies through the elaboration and oral presentation of a number of readings, work assignments, and practical cases related to the discipline.

### Competences

- 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.
- Transmit company, department or work objectives clearly.

## 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. Adapt the formulation and implementation of strategies to different settings, family companies or recently-created companies.
3. Apply the processes of formulating strategies to specific cases.
4. Assess the effect of different strategies on the competitiveness of a company.
5. Back up business strategy decisions.
6. Capacity to adapt to changing environments.
7. Classify the different ways in which a company can compete.
8. Draft business plans.
9. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
10. List the basic stages and processes in the formulation and implementation of a business strategy.
11. List the main competitors of a company.
12. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
13. Organise work, in terms of good time management and organisation and planning.
14. Relate business strategy to the objectives of the company and its breakdown into departments or units.
15. Select and generate the information needed for each problem, analyse it and make decisions based on this information.

## Content

### Part 1. STRATEGIC MANAGEMENT. GENERAL TOPICS

1. Basic fundamentals of strategic management.
2. Resources and capabilities, intangible assets and knowledge management in organizations.
3. Business entry and exit strategies.
4. Strategic planning and control systems in the organization.

### PART 2. BUSINESS STRATEGIES IN A GLOBAL CONTEXT: SPECIFIC BUSINESS POLICIES

5. Strategic management of innovation, responsible innovation and sustainability strategies.
6. Internationalization strategy of the firm.
7. Strategic alliances or collaboration agreements among firms.
8. Business strategy within the ICT framework.

## Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			

Practical class sessions	17	0.68	3, 6, 1, 8, 5, 9, 13, 12, 15
Theoretical class sessions	32.5	1.3	2, 3, 4, 6, 7, 8, 11, 10, 5, 12, 14, 15
Type: Supervised			
Tutorial time and follow up	10	0.4	3, 6, 8, 5, 12, 15
Type: Autonomous			
Study and activities on behalf of the student	83	3.32	2, 3, 4, 6, 1, 7, 8, 11, 10, 5, 9, 13, 12, 14, 15

The development of this subject is based upon the following activities:

- (1) Explanatory/theoretical sessions as developed by the professor in class, with the support of ICTs.
- (2) Analysis and discussion of exercises, articles on the news, readings and/or practical case studies
- (3) Preparation and presentation of practical cases and/or work assignments in class by the students
- (4) Tutorials face-to face or online.

#### Artificial Intelligence (AI) use

**Restricted Use:** For this course, the use of Artificial Intelligence (AI) technologies is permitted exclusively for support tasks, such as bibliographic or information searches. Students must clearly identify which parts have been generated using this technology, specify the tools used, and include a critical reflection on how these have influenced the process and the final outcome of the activity.

AI tools cannot replace the student in carrying out an activity/assignment, particularly in interpreting and drafting content or reaching conclusions.

Lack of transparency regarding the use of AI in any assessable activity will be considered academic dishonesty and may result in partial or total deduction of the activity's grade, or more severe penalties in serious cases.

**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 participation	30%	4	0.16	4, 6, 1, 5, 9, 13, 12
Final exam	50%	2	0.08	2, 3, 4, 6, 7, 8, 11, 10, 5, 12, 14, 15
Mid term exam	20%	1.5	0.06	6, 1, 5, 12, 15

In this elective subject, the final grade of the course will be formed by the following averaged/weighted partial grades:

1. Class participation: the right engagement in the course implies a regular level of class attendance (minimum of 75%) and the performance of exercises and programmed activities scheduled. Throughout the course, these issues will result in a grade that will represent 30% of the final course grade. It can include the preparation and presentation of work assignments.

2. A mid term exam: based upon a written exam to be issued in the mid term of the course. This grade will represent 20% of the course final grade.

3. A final exam (according to the official exams scheduling of the School). The student will be assessed based on all the course contents. This final exam grade will represent 50% of the course final grade. In order to apply the proportions of 30%, 20% and 50% of the final grade in this subject, it will be compulsory to obtain a result equal or higher than 3.5 in this final exam. If the mark of the final exam is lower than 3.5, the student will fail this subject without the opportunity to take the recuperation (re-take) exam.

At the end of the course, the professor/instructor will publish the final grades, as well as the date, time and place of the qualification review.

There will be a re-evaluation opportunity for all those students who have not passed the subject but have an averaged final grade equal or higher than 3.5 and lower than 5. In case of passing this re-evaluation, the course final grade will be 5.0 (APTO).

It will be considered as non evaluable a student who has not participated in any of the scheduled evaluation activities.

#### 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).

## COMPREHENSIVE EVALUATION

This subject/module does not offer the option for comprehensive evaluation.

## Bibliography

- Basic bibliography:

Guerras-Martín, L.A. y Navas-López, J.E. (2022). *La dirección estratégica de la empresa. Teoría y aplicaciones (6ª edición)*. Thomson-Civitas, Madrid. EBOOK - Library UAB.

Grant, R.M. (2014): *Dirección Estratégica. Conceptos, técnicas y aplicaciones (8ª edición)*. Thomson Reuters, Madrid.

- Complementary bibliography:

Ariño, A. (2007). Alianzas estratégicas: opciones para el crecimiento de la empresa. *Estrategia financiera*, 236 (23), 40-51.

Dess, G., y Lumpkin, G. T. (2011). *Dirección Estratégica*. McGraw-Hill, Madrid.

Dess, G., Lumpkin, G. T., Eisner, A., & Lee, S. (2020). *Strategic management: Text and cases 10th edition*. McGraw-Hill Education.

García-Canal, E. (2004). El papel de las alianzas estratégicas en la internacionalización de la empresa española. *Universia Business Review*, 3, 70-83.

García, E., Rialp, A. y Rialp, J. (2007). *Inversiones en TIC y estrategias de crecimiento empresarial*, Centre d'Economia Industrial. Fundació Empresa i Ciència (UAB), Barcelona.

Guerras Martín, L. Á., & Navas López, J. E. (2020). *Casos de dirección estratégica de la empresa. (6ª ed.)*. Thomson-Civitas, Madrid. EBOOK - Biblioteca UAB.

Johnson, G., Scholes, K. y Whittington, R. (2010). *Dirección estratégica (7ª ed.)*. Pearson Prentice Hall: Madrid.

Jones, G.R. (2013). *Teoría organizacional. Diseño y cambio en las organizaciones (7ª ed.)*. Pearson Prentice Hall.

Pla, J. (2016). *Dirección internacional de la empresa*. McGraw-Hill/Interamericana de España.

Pla, J. y León, F. (2004). *Dirección de empresas internacionales*. Pearson-Prentice Hall, Madrid.

Rialp, A, (2003): *Fundamentosteóricos de la organización de empresas. Un enfoque interdisciplinar*. Pirámide, Madrid.

Schaan, J.L., Kelly, M. y Tanganelli, D. (2012). *Gestión de alianzas estratégicas*. Pirámide, Madrid.

White, M. A., y Bruton, G. D. (2017). *The management of technology and innovation: A strategic approach*. Cengage Learning.

- Other materials (available on Campus Virtual).

## Software

Basic software usually included in any computer (Word, PowerPoint...).

## 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	Spanish	first semester	morning-mixed
(TE) Theory	1	Spanish	first semester	morning-mixed