

Strategic Management II

Code: 102362
ECTS Credits: 6

2025/2026

Degree	Type	Year
Business Administration and Management	OB	3
Economics	OT	3
Economics	OT	4

Contact

Name: Joan Lluís Capelleras Segura

Email: joanlluis.capelleras@uab.cat

Teachers

Alejandro Rialp Criado

Rafael Fernandez Santor

Xavier Lamarca Tio

Teaching groups languages

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

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 effectively engage in the process of business strategy implementation.

Competences

- 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.

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. Capacity to adapt to changing environments.
4. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
5. List the basic stages and processes in the formulation and implementation of a business strategy.
6. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
7. Organise work, in terms of good time management and organisation and planning.
8. Relate business strategy to the objectives of the company and its breakdown into departments or units.
9. 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. - Problems in the functioning of 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 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.

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Practice classes	17	0.68	2, 3, 1, 5, 4, 7, 6, 8, 9
Theory classes	32.5	1.3	2, 5, 8
Type: Supervised			
Tutorials and monitoring	10	0.4	2, 5, 8
Type: Autonomous			
Studying of the class material and preparation and solution of exercises	82.5	3.3	2, 3, 1, 5, 4, 7, 6, 8, 9

The type of teaching methodology planned for the subject is on-campus (face-to-face in the classroom).

To achieve the objectives of this course the following teaching methods will be used:

1. Lectures: 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. Sessions 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 newspapers and journal articles related to the topics and contents covered in the course.
4. Completion, delivery, and presentation of activities and / or practical projects developed by students working individually or within 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.

For this course, the use of artificial intelligence (AI) technologies is permitted exclusively for support tasks such as information searching, text correction, or clarifying ideas, unless the teaching staff provides specific instructions to the contrary. Students must not use AI tools to generate complete answers, write entire sections of assignments, or solve exam questions. Any content generated with AI must be clearly identified. Students must specify the AI tools used and include a critical reflection on how these tools influenced the process and final outcome of the activity. Lack of transparency regarding the use of AI in this assessable activity will be considered academic dishonesty and may result in a partial or total penalty on the grade for the activity, or more serious sanctions in severe 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
Final exam	50%	2	0.08	2, 1, 5, 8, 9
Mid-term exam	20%	1.5	0.06	2, 1, 5, 8, 9
Participation	30%	4.5	0.18	2, 3, 1, 5, 4, 7, 6, 8, 9

1. CONTINUOUS EVALUATION

1.1. 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/nou-reprogramacio-de-proves

1.2. Course final grade of the student in the subject

In the framework of the continuous evaluation, the final (global) course grade of the student in the subject will consist of the weighted average of the three following grades:

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). The final exam evaluates students based on the entire contents covered in the course. The grade of the final exam represents 50% of the final course grade. It is required to get a minimum of 3 out of 10 in this final exam. Otherwise, this assessment activity will account 0 in the weighted average of the final course grade of the student in the subject.

If such a final weighted average (30%-20%-50%) or final course grade is equal or greater than 5, the student will pass the subject. If this final weighted average is equal to or greater than 3.5 but lesser than 5, the student will fail the course but will be provided with a recuperation opportunity. If this final weighted average is lower than 3.5 the student will fail the subject without the right to recuperation.

For those students with right to recuperation (obtaining a final course grade equal to or greater than 3.5 and less than 5), Professors will decide about the type of such recuperation. The recuperation date/time/place will be scheduled according to the faculty examination schedule. There will be only two possible recuperation grades: "Pass" ("Apte") or "Fail" ("No-apte"). Students that obtain "Pass" (Apte) grade will pass the course with a final maximum grade of 5. Students that obtain "Fail" (No-apte) grade will fail the course with the final course grade obtained during the regular evaluation (i.e. before the given recuperation 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 at least one evaluation component cannot obtain "Not Assessed" grade.

1.3 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.

1.4. 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 recuperation (UAB Academic Regulations). Additionally, it is required that the student will have achieved an average final 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.

1.5. 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).**

2. COMPREHENSIVE EVALUATION

This subject offers the COMPREHENSIVE EVALUATION SYSTEM.

2.1 Comprehensive evaluation (Art. 265 of the UAB Academic Regulations)

By requesting the comprehensive evaluation the student waives the option of continuous evaluation.

The comprehensive evaluation must be requested at the Academic Management (Gestió acadèmica) of the Campus where the degree is taught. The request must be filed according to the procedure and the deadline established by the administrative calendar of the Faculty of Economics and Business.

Attendance :

- Student attendance is mandatory on the day of the comprehensive assessment. The date will be the same as that of the final exam of the semester as per the evaluation calendar published by the Faculty of Economics and Business and approved by the Faculty's Teaching and Academic Affairs Committee. The duration of the comprehensive assessment must be specified in the characteristics of such activity.
- 100% of the evaluation evidences must be handed in by the student on the day of the comprehensive assessment.
- The evaluation evidences carried out in person by the student on the same day of the comprehensive assessment must have a minimum weight of 70%.

The following information refers to the characteristics of the comprehensive assessment.

Evidence Type	Weight in the final assessment (%)	Duration of the activity	Is the activity that corresponds to this evaluation evidence to be carried out in person on the date scheduled for the comprehensive evaluation? (YES/NO)
Exam	80%	2 hours	YES
Presentation and defense of a case project previously developed individually by the student	20%	0.5 hours	YES
TOTAL	100%	2.5 hours	

2.2 Retake procedure

For the retake procedure, no distinction is made between students who have followed the continuous evaluation and those who have opted for the comprehensive evaluation. All will be re-assessed using the same test or evaluation evidence.

2.3 Review of the final qualification

The review of the final qualification will follow the same procedure as for the continuous evaluation.

Bibliography

BASIC BIBLIOGRAPHY

ROBBINS, S. P. and JUDGE, T. A. (2023). *Organizational behavior. Global edition* (19th edition). Pearson. Latest identified edition.

COMPLEMENTARY BIBLIOGRAPHY

GÓMEZ-MEJÍA, L.; BALKIN, D. (2012): *Management*. Pearson. Latest identified edition.

MACSHANE, S. L.; VON GLINOW, M. A. Y. (2015). *Organizational behavior: Emerging knowledge, global reality (10th edition)*. Mc Graw-Hill. Latest identified edition.

Availability in paper format and/or e-book of this selected bibliography and scientific journals related to the subject can be checked at:

<https://www.uab.cat/web/libraries-1345738247610.html>

Software

There is no advanced software to be used during the development of this subject.

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	2	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	4	English	second semester	morning-mixed
(PAUL) Classroom practices	13	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	52	Catalan/Spanish	second semester	afternoon
(PAUL) Classroom practices	60	Catalan	second semester	morning-mixed
(TE) Theory	2	Catalan	second semester	morning-mixed
(TE) Theory	4	English	second semester	morning-mixed
(TE) Theory	13	Catalan	second semester	morning-mixed
(TE) Theory	52	Catalan/Spanish	second semester	afternoon
(TE) Theory	60	Catalan	second semester	morning-mixed