

Degree programme	Type	Course
Labour Relations	OB	3

Contact lecturer

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Teaching staff

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Group languages

You can consult this information at the [end](#) of the 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

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.

Learning outcomes

1. Knowing the organisational forms, organisation and working methods.
2. Designing new organisational forms.
3. Knowing the accounting and social information system of a company.
4. Relating the business strategy and human resource policies.
5. Understanding the strategic process and corporate governance.
6. Introducing the business strategy in several factual contexts.
7. Understanding the specialisation and decentralisation of human resources.
8. Working autonomously.
9. Organising and managing the available time.
10. Students must be capable of deciding, sharply taking decisions and judging.
11. Clearly expressing ideas or facts in a compelling way.
12. Verbally communicating and defending a project.

13. Drawing up and formalising reports and documents.
14. Working effectively in teams.
15. Students must be effective in a changing environment and when facing new tasks, responsibilities or people.
16. Students must be capable of initiative, creativity and entrepreneurial spirit.

Contents

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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Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Search for information, preparation and resolution of cases	30	1.2	4, 5, 6, 16
Tutorials	10	0.4	4, 5, 6
Presentation of cases	5	0.2	5, 6, 16
Practical classes	15	0.6	4, 5, 6, 16

Theoretical classes	40	1.6	4, 5, 6
Study of the contents	45	1.8	4, 5, 6, 16

"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	Weight	Hours	ECTS	Learning outcomes
Midterm exam	20%	1	0.04	4, 5, 7, 8, 9, 11, 15, 16
Final exam	40%	2	0.08	5, 6, 7, 8, 9, 10, 11, 15, 16
Group work business case studies	25%	2	0.08	1, 2, 3, 4, 5, 6, 8, 9, 10, 11, 12, 13, 14, 15, 16
Class Attendance and Participation	15%	0	0	1, 3, 4, 5, 6, 11, 12, 14, 15, 16

General Assessment Criteria

A student will be considered not assessed if they do not participate in any of the assessment activities scheduled for the course.

At the end of the semester, the teaching staff will publish the final grades and announce the date, time, and venue for the review of examination results.

To pass the course, students must:

- obtain a minimum grade of 4 out of 10 on the final exam; and
- achieve an overall final grade of 5 out of 10 or higher.

Resit Assessment

Students may take the resit assessment provided that they meet both of the following conditions:

- they have obtained a grade below 4 out of 10 on the final exam; and
- they have obtained an overall course grade of 3 out of 10 or higher.

The resit assessment will cover the entire course syllabus. The format of the resit examination (written, oral, or another format) will be determined by the teaching staff.

Students who successfully pass the resit assessment will receive a final course grade of 5 (Pass).

Students whose overall final grade is below 3 out of 10 will not be eligible for the resit assessment, regardless of their final exam grade.

Academic Integrity

Academic integrity is an essential requirement of this course.

- Any student who copies or attempts to copy during an examination will receive a final course grade of 0 (Fail) and will forfeit the right to take the resit assessment.
- Any assignment or case study showing evidence of plagiarism, or whose authorship or arguments cannot be adequately justified by the student, will receive a grade of 0 for that assessment component and a formal warning.
- Repeated academic misconduct will result in a final course grade of 0 (Fail) and the loss of the right to the resit assessment.

Continuous Assessment

Students opting for the continuous assessment are required to attend face-to-face classes. The final grade is composed of the following 4 assessment activities:

Assessment Activity	Weight	Description
Midterm Exam	20%	Assesses the content covered during the first half of the course. It is normally held around the middle of the semester.
Final Exam	40%	Assesses all the course content. Students must obtain a minimum grade of 4/10 on the final exam and an overall course grade of at least 5/10 to pass the course.
Class Attendance and Participation	15%	Attendance is compulsory. Absences must be supported by appropriate documentation. More than 10% of unjustified absences will result in a grade of 0 for this component.
Business Case Study 1 (Group)	12.5%	Team analysis and presentation of a business case study.
Business Case Study 2 (Group)	12.5%	Team analysis and presentation of a second business case study.

Single Assessment

Students opting for the single assessment pathway are not required to attend face-to-face classes.

The single assessment consists of one comprehensive examination covering the entire course syllabus and accounts for 100% of the final course grade.

To pass the course, students must obtain a grade of 5 out of 10 or higher.

Students who do not achieve this minimum grade may take the resit assessment. If they successfully pass the resit examination, their final course grade will be 5 (Pass).

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

Course groups and languages

The information provided is provisional until November 30. After this date, you will be able to consult the language of each group through this [link](#). To access the information, you will need to enter the course CODE

Type of teaching	Group	Language	Semester	Shift
(TE) Theory	1	Spanish	first semester	morning-mixed
(PAUL) Classroom practices	1	Spanish	first semester	morning-mixed
(TE) Theory	51	Spanish	first semester	afternoon
(PAUL) Classroom practices	51	Spanish	first semester	afternoon