UAB Universitat Autònoma de Barcelona

Strategic Management

2026/2027

Code: 102136

Credits: 6

Degree programme	Type	Course
Accounting and Finances	OB	3

Contact lecturer

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Group languages

You can consult this information at the end of the document.

Prerequisites

In order to be able to successfully follow and complete the course it is recommended that a student has passed the following subject: Business Economics.

Objectives

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.

Learning outcomes

- CM30 (Discover the effects of the general and sectoral environment on the competitive situation of the business organisation.) Discover the effects of the general and sectoral environment on the competitive situation of the business organisation.
- CM31 (Assess the resources and capacities of the business organisation.) Assess the resources and capacities of the business organisation.
- CM32 (Determine the type of competitive strategy to be followed by the organisation.) Determine the type of competitive strategy to be followed by the organisation.
- CM33 (Create a feasible programme to implement the organisation's strategy.) Create a feasible programme to implement the organisation's strategy.

Contents

Topic 1. Corporate Strategy and Business Objectives: Concept of corporate policy or strategy. Corporate mission and vision. Strategic objectives. Corporate social responsibility. Business ethics.

Topic 2. Strategic Diagnosis: External analysis: Concept and levels of the environment. Industry and competitive environment analysis. Demand segmentation.
Internal analysis: Functional analysis and strategic profile. Value chain. Experience curve. Resource and capability analysis. Benchmarking. Organizational structure and management systems.

Topic 3. Business-Level Strategies: Nature and sources of competitive advantage. Analysis of cost-based and differentiation-based competitive advantage. Strategic clock. Life cycle. Strategies for emerging, mature, and declining industries. Innovation strategies.

Topic 4. Business Strategies in Different Sectoral Contexts: Strategies for mature and declining sectors. Technology-based industries. Innovation management. Innovation appropriation.

Topic 5. Corporate Strategies: Directions of strategic development. Corporate strategies: diversification, vertical integration. Internationalization: Motivations, market selection, choice of entry modes. Diversification.

Topic 6. Current Trends in Strategic Management and Strategic Plan Design.

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Case studies	17	0.68	CM30, CM31, CM32, CM33
Concept study	45	1.8	CM30, CM31, CM32, CM33
Search for information, preparation and resolution ofm cases	40	1.6	CM30, CM31, CM32, CM33
Tutorials	12	0.48	CM30, CM31, CM32, CM33
Theoretical sessions	32.5	1.3	CM30, CM31, CM32, CM33

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

1. Lectures: 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.

For this course, the use of Artificial Intelligence (AI) technologies is permitted exclusively for support tasks, such as bibliographic or information searches, text correction, or translations. Students must clearly identify which parts have been generated using this technology, specify the tools used, and include a critical reflection on how these tools have influenced both the process and the final outcome of the activity. A lack of transparency regarding the use of AI in this assessed activity will be considered a breach of academic integrity and may result in partial or total penalization of 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	Weight	Hours	ECTS	Learning outcomes
Attendance and class participation	10%	0	0	CM30, CM31, CM32, CM33
Final Project	25%	0	0	CM30, CM31, CM32, CM33
Final exam	30%	2	0.08	CM30, CM31, CM32, CM33
Case study presentations	15%	0	0	CM30, CM31, CM32, CM33
Mid-term exam	20%	1.5	0.06	CM30, CM31, CM32, CM33

1. Evaluation process and activities:

The final grade of the course will be based on the weighted average of five components:

1. Course participation and follow-up.
2. Proper course follow-up requires attendance in class, submission of practical case studies, and completion of activities scheduled throughout the course for each topic. These aspects will be monitored during the semester and will result in a grade that accounts for 20% of the final course grade.
3. Midterm evaluation activity.
4. A test will be conducted halfway through the course covering the contents of the first part. This will account for 20% of the final grade. This test is exempting for students who obtain a grade of 4 or higher.
5. Final exam.
6. Students will be assessed on the contents of the second part of the course. To pass, a minimum grade of 5 is required. The final exam grade will account for 30% of the final course grade. The same final exam will include questions from the first part of the course for students who did not pass the previous midterm test. This make-up section will be passed with a grade of 5 or higher.
7. Presentation of practical cases.<brdata-start=\"1258\" data-end=\"1261\" /> Each student will present a practical case assigned by the lecturer, prepared in groups. This activity will account for 15% of the final grade.
8. Final project.
9. Each student will submit a final group project, consisting of a Strategic Plan that reflects the content studied during the course. This project will represent 25% of the final grade.

To pass the course, students must:

- Obtain a minimum grade of 4 in evaluation components 3, 4, and 5.
- Achieve a weighted average of at least 5 for the five evaluation components.

If the final average is between 3.5 and 4.9, the student will fail the course but will be eligible for recovery.

If the final average is below 3.5, the student will fail the course without the possibility of recovery.

A student who does not take any evaluable activity will be considered \"Not Assessable\". Therefore, once a student participates in any component of continuous assessment, they can no longer be considered Not Assessable.

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

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 4.8.

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.

2. For subjects that DO include the COMPREHENSIVE EVALUATION option:

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/master's 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 bespecified in the characteristics of such activity.*
- *100% of the evaluation evidences must be handed in by the student on the day of the comprhensive assessment.*

The following information referring to the characteristics of the comprehensive assessment must be included. We suggest incorporating the following table:

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)*
Final exam: theoretical and practical questions	*100%*	*2 hours*	*YES*

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*\".

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 significantvariationin 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).***

On the other side, the completion of assessment activities is subject to the provisions set out in this course guide and in the "Policy of the School of Economics and Business on the Detection of Irregularities during Assessment Activities", which regulates the conditions under which assessment tasks are conducted and the procedures applicable in cases where indications of irregularities are detected. Students are encouraged to consult the policy.

Bibliography

GRANT, R.M. (2014): *Dirección estratégica*. Madrid: Civitas.

GRANT, R.M. (2021): *Contemporary Strategy Analysis*: John Wiley & Sons Inc.

GUERRAS, L.A.; NAVAS, J.E. (2016): La dirección estratégica de la empresa. Teoría y aplicaciones (7ª ed.) Madrid: Thomson-Civitas.

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GUERRAS, L.A.; NAVAS, J.E. (2014): Casos de dirección estratégica de la empresa (5ª ed.) Madrid: Thomson-Civitas.

https://proview.thomsonreuters.com/title.html?titleKey=aranz/monografias/140609182&sponsor=0000152644-IP&

Software

It does not require

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	10	Catalan	first semester	morning-mixed
(TE) Theory	50	Catalan	first semester	afternoon
(PAUL) Classroom practices	101	Catalan	first semester	morning-mixed

(PAUL) Classroom practices	501	Catalan	first semester	afternoon