UAB Universitat Autònoma de Barcelona	Strategic Management Code: 102181 Credits: 6	2026/2027

Degree programme	Type	Course
Business and Information Technology	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

To train students in the processes of business strategy formulation and implementation from a theoretical and practical perspective

Learning outcomes

- CM04 (Formulate effectively the strategy of a company.) Formulate effectively the strategy of a company.
- CM07 (Develop digital positioning strategies of aligned with the objectives of an organisation.) Develop digital positioning strategies of aligned with the objectives of an organisation.

Contents

Topic 1: Organizational Strategy: The concept of strategic management. Business strategy content. Strategy objectives and levels. Business units. The strategic process. Strategic thinking.

Topic 2: Business objectives and values: Mission and business vision. The strategic objectives. The corporate responsibility of the company. Business ethics.

Topic 3: Strategic Diagnostics (I) - External analysis: External environment concept and its levels. Analysis of the environment. Analysis of the industry and the competition. Strategic groups. Segmentation of demand

Topic 4: Strategic Diagnostics (II) - Internal analysis: Functional analysis and strategic profile. Value chain. Experience curve. Analysis of resources and capabilities.

Topic 5: Business Strategy: The nature and sources of competitive advantage. Analysis of cost and differentiation competitive advantage. The strategic clock. Life cycle. Strategies for emerging, mature, and declining industries. Innovation strategy.

Topic 6: Corporate strategy: Directions of strategic development. Corporate strategies of diversification, vertical integration, internationalization, and cooperation. Management and management techniques of diversified businesses.

Topic 8: Formulating business strategy in practice: Strategy evaluation criteria and selection techniques. - Strategic planning.

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Case studies	17	0.68	
Tutorials	15.5	0.62	
Concept study	42	1.68	
Search for information, preparation and resolution of cases	39.5	1.58	
Theoretical sessions	32.5	1.3	

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

1. Lectures with the use of ICT: 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.

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

Exam 1	40%	1.5	0.06	CM04, CM07
Course follow-up	20%	0	0	CM04, CM07
Exam 2	40%	2	0.08	CM04, CM07

The final grade of the subject will consist of the weighted average of three scores:

1. Course follow-up. The correct follow-up of the course requires the attendance in class and the accomplishment and delivery of the practical cases, as much those realized autonomously as those carried out to the laboratory practices, besides the realization of the activities programmed during the course by each of the topics. Throughout the course, all these aspects will be controlled and that will result in a score that will represent 20% of the final mark of the course.

2. Mid-term exam (see the exam calendar of the Faculty). At the middle of the course there will be a test about the contents of the first part of the course. This score will represent 40% of the final mark. Obtaining a rating of 4,9 or more allows students to pass this part of the sylabus.

3. Final exam (see the exam calendar of the Faculty). Students will be assessed based on the contents of the second part of the course, which can be passed if they obtain a grade of 4,9 or higher. In this case the mark of the exam will represent 40% of the final mark of the course. On the same date that this exam there will be an additional test for students who have not passed the evaluative activity cited in 2. Obtaining a rating of 4,9 or more allows students to pass this part of the subject.

To pass the subject, it is necessary to obtain a minimum grade of 4,9 in the weighted average of the three grades that form the course evaluation (see points 1, 2 and 3 above). In order to obtain this minimum grade of 4,9 in the overall weighted average it is necessary to have at least a grade of 4,9 both in the final examen and in the mid-term exam.

If the weighted average mentioned in the previous point is lower than 3,5, the student will have to repeat the subject next year. Otherwise the student can accomplish the recovery process described below (Retake Process).

A student is considered \"Not evaluable\" tothesubject as long as he has not participated in any of the assessment activities. Therefore, it is considered that if a student does any part of the activities of course evaluation cited above, can no longer opt for a \"Not evaluable\".

Calendar of evaluation activities

The dates of the evaluation activities (exercises in the classroom, assignments, ...) will be announced well in advance during the semester.

The dates of the midterm and final exams are 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 periodto 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 failed the course with a grade of at least 3,5.

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. It is not possible to do the retake exam for only one part of the course, this is, in the retake exam all the topics from this course are included.

Irregularities in evaluation activities

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.

Comprehensive evaluation

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

The comprehensive evaluation mustberequested 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 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 comprhensive 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%.

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.

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

Bibliography

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

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GUERRAS, L.A.; NAVAS, J.E. (2023): Fundamentos de Diección Estratégica de la Empresa (3ª ed.) Madrid: Thomson-Civitas.

JOHNSON, G., SCHOLES, K. y WHITTINGTON, R. (2006): *Dirección estratégica* (7ª ed.). Madrid: Pearson Prentice Hall.

THOMPSON, A., et.al (2015): Administración estratégica. Teoria y Casos. 19ª edición. McGrawHill.

Software

Microsoft office

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	20	Catalan	first semester	morning-mixed
(PAUL) Classroom practices	201	Catalan	first semester	morning-mixed