

Strategic Management

Academic Year: (2023 / 2024)

Review date: 05-06-2023

Department assigned to the subject: Business Administration Department

Coordinating teacher: DIAS DOS REIS, SAMIRA

Type: Compulsory ECTS Credits : 6.0

Year : 4 Semester : 1

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Introduction to Business Administration

OBJECTIVES

The aim of this course is to acquire and develop the knowledge, competences and skills set out below.

Knowledge competences:

- To know the main theoretical and empirical developments in strategic management.
- To understand the nature of business management decisions and the problems they entail.
- To analyse complex business problems, applying a rigorous methodology to integrate various analytical frameworks.
- To identify and analyse the ambiguous causal relationships that underlie firm behaviour and performance.
- To evaluate various strategy options rationally and critically applying criteria aimed at creating company value.
- To apply the knowledge acquired in this and other courses to study how decision-making has a direct impact on firm competitive success.

Skills:

- Ability to make strategic management decisions.
- Ability to work in teams.

DESCRIPTION OF CONTENTS: PROGRAMME

Basic concepts. Goals, value and performance
External and industry analysis
Internal analysis: resources and capabilities
Competitive strategies.
Strategies and the industry life cycle
Corporate strategies. Vertical integration. Diversification
International strategies
Mergers and acquisitions (M&A)
Strategic alliances
Corporate governance and corporate social responsibility (CSR)

LEARNING ACTIVITIES AND METHODOLOGY

- 1.- Theoretical classes will consist of systematic explanations of the fundamental concepts underlying each topic. Students will previously have the bibliography for each topic and will thus be able to study and prepare for each class. Concepts will be discussed at each class and doubts encountered by students will be addressed and solved.
- 2.- Practical classes. Students must have prepared assigned readings, exercises and case studies for each session. In class the professor will ask several questions about the assigned materials. During the first part of the class, students will either respond these questions individually. The final part of the class will consist of an open discussion on the assigned cases/exercises.
- 3.- Final project. As part of a team, students will write a report regarding a complete and in-depth

strategic analysis of a company. To do so, students should follow the contents, structure and tools explained during the course, and apply them to the company chosen. The analysis and development should be summarized into one document that must be presented as a final project output. Team projects will be due at the end of the course. There also will be an oral presentation of final project.

ASSESSMENT SYSTEM

% end-of-term-examination:	60
% of continuous assessment (assignments, laboratory, practicals...):	40
- Case studies	10%
- Team final project and team oral presentation (final project & team dynamics)	20%
- Participation:	10%

Extraordinary call:

Students who do not pass the subject in the ordinary call will have an extraordinary call to pass:

1. If the student followed the continuous evaluation: the final evaluation will be the one established in the subject program for the ordinary call. However, the student will have the right to be evaluated only with the grade obtained in the final exam of the extraordinary call if this is more favorable.
2. If the student did not follow the continuous evaluation: the grade will be the one obtained in the final exam. However, the teacher may authorize the delivery of the continuous assessment exercises in the extraordinary call, evaluating in such a case in the same way as in the ordinary call.

BASIC BIBLIOGRAPHY

- Grant, R.M. Contemporary strategy analysis , Wiley, 2016
- Hill, C.W.L., Jones, G.R., M.A. Strategic Management. Theory and Cases. , Cengage Learning., 2015
- Rothaermel, F. T. Strategic Management, MCGraw Hil, 2016

ADDITIONAL BIBLIOGRAPHY

- Hill, C.W.L., Schilling, M.A. and Jones, G.R. Strategic Management: An integrated Approach. Theory and Cases. , Cengage Learning , 2015
- Jonhson, G., Scholes, R. y Whittington, R. Exploring corporate strategy, Prentice Hall, 2010