

# Syllabus

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- **Course :** Strategic Management
  - **Credits:** 6 ECTS
  - **Program:** Study Abroad
  - **Module:** Elective
  - **Subject:** Strategic Management
  - **Código:** 802916
  - **Abbreviation:** MA12
  - **Subject Coordinator:** PhD. Mariona Vila
  - **Academic year:** 2023-2024
  - **Session:** October
  - **Semester:** First semester (fourth course, fall semester)
  - **Campus:** Barcelona
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## oo Faculty

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### o1.1 Subject coordinator

**PhD. Mariona Vilà Bonilla**  
(mvila@eae.es)

## o1 Presentation

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### o2.1 Description

To provide students with the knowledge about the process of strategic management and teach them to link the knowledge acquired from different functional courses, which enables them to better understand the linkages among different organizational levels and functional fields in a company.

To teach students how to use and critically evaluate the literature in the field of strategic management, link the acquired knowledge with current practical problems and enable them for further academic or professional research work in the field of strategic management.

To help students actually understand the discussed theoretical concepts, methodological tools and practical examples, through "case study" so that they can better understand Strategic Management Tools

### o2.2 Relevant professional applications

The student will increase competences in understanding the environment of the particular industry to which the organization belongs, and the area in which they must take their decisions based on several critical, but fundamental business factors.

## 02 Competences

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### 03.1 Subject Competences

#### **Specific Competences**

CEEMP01 - Manage the basic terminology of key concepts of business organization and strategic management.

CEEMP02 - Know and understand the processes related to the operation of business administration and management and in summary of the business reality.

CEEMP03 - Identify the company as an open system, which will allow understanding the consequences of each action on other areas of the company or on it as a whole, highlighting at all times the importance of the business environment.

CEEMP04 - Develop techniques to analyze and solve management, structure and organization problems by the company's management.

CEEMP05 - Apply some of the basic methods for the study of: Development and organization of the company, Planning of reality, Potential of the company promoting respect for the environment, Programming and planning of production.

CEEMP06 - Know the current trends in the operation of the company in society, as well as the most important elements of the different sectors of activity and, based on these, design the organization, management, production and control of companies.

CEEMP07 - Analyze the most relevant characteristics of the different types of companies, identifying the functions and interrelationships and their organization.

CEEMP08 - Assess the importance that, for companies and the organization, the application of technological innovations and the widespread implementation of new technologies have.

**General Competences**

CG01 Students will possess a working knowledge of a third language, preferably English, demonstrating an adequate level of oral and written expression, in accordance with the professional demands on graduates

CG02 Students will show the ability to communicate orally and in writing on the results of learning, applied logic and decision making processes and show the ability to participate in debates on relevant topics.

CG03 Student will be able to work in interdisciplinary teams, either as a member, or director and pragmatically contribute to human and project development with a sense of responsibility, while at the same time taking into account available resources.

CG05 Students will demonstrate the ability to critically reflect on the limitations and shortcomings of their knowledge and show an ability to remediate and overcome deficiencies.

CG06 Students will display the ability to identify obstacles and opportunities in their learning processes and propose improvements and develop strategies or solutions in a responsible and autonomous manner. Student will demonstrate planning and organizational skills which achieve objectives within the established deadlines and, at the same time, produce quality work, in a clear and orderly fashion, via effort, perseverance and a desire for personal and professional growth.

## 03 Program

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### Introduction to Strategic Management

1. The strategy process
2. Strategic leadership
3. Decision-making techniques
4. Creativity

### PART I – STRATEGIC POSITION

1. Organization's environment: Macro-environment, industry, competition
2. Organization's capability: resources, competences, competitive advantage
3. Value-chain and value-net analyses
4. Culture and stakeholders
5. Changing environments
6. SWOT analysis

### PART II – STRATEGIC CHOICES

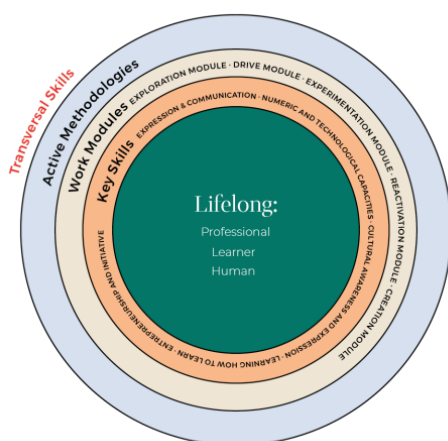
1. TOWS Matrix
2. Competitive strategies
3. ANSOFF Matrix
4. BCG Matrix
5. Integrations and Alliances
6. Ethics and sustainability
7. Delta model
8. Blue Ocean strategy
9. Internationalization

### PART III – STRATEGY IN ACTION

1. Strategy in motion
2. Managing change
3. 5W-2H analysis
4. Control and corporate governance as well the application of Corporate Social Responsibility in Strategic Management to ensure a better sustainable community and continuity in raising awareness of its importance.

## 04 Teaching Method

Considering the theoretical-practical characteristics of the and the profile of the students, the teaching model is structured around different types of methodologies from EAE 's Life-ED Methodology:



Source: <https://www.eaebarcelona.com/en/lifeed-methodology>

**ME1.** Participatory exhibition class

**ME3.** Autonomous work

**ME4.** Problem-based learning

**ME7.** Evaluation

## 05 Learning Activities

Considering the competencies of the subject and based on the proposed teaching methodologies, the following training activities are scheduled:

Evaluation Activities	Hours	Presence
<b>AF1.</b> Contents presentation with student participation	24	100%
<b>AF2.</b> Problem solving, exercises and	24	100%

case studies with student participation.		
<b>AF4.</b> Study and preparation of teaching units	46	0%
<b>AF5.</b> Performance of exercises and case studies	25	0%
<b>AF6.</b> Problem solving	25	0%
<b>AF13.</b> Written / oral evaluations	6	100%

## o6 Assessment

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Assessment activities	Weight
Class participation individual and grup work	40 % of the final grade
Midterm exam	20 % of the final grade
Final exam	40 % of the final grade

"The maximum grade that students will be able to obtain in the revaluation tests [...] shall be 5,0. In addition, "the grade of the revaluation tests shall in any case constitute the final grade of the subject". Thus, **only students who, having completed the midterm exam, the final exam and having carried out 100% of the continuous evaluation activities of the subject,** and have suspended (final grade of the subject below 5) will be entitled to the revaluation examination.



**One time assessment:** The one time assessment consists of an exam that is equivalent to 100% of the grade of the subject. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final exam. In order to take one time assessment it is necessary to send a written request to the professor during the first 15 working days of the course.

## o8 Learning Resources

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Topic	Resource	Type
Units	Book, Class Slides, Notes and Exercises	Class and Blackboard

## o9 Code of Academic Conduct

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The section 27.2 of the Universal Declaration of Human Rights stipulates that everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

Thus, the moral and patrimonial rights of the authors of literary, musical, artistic, scientific and academic creations, whether they have been published or not, are protected by means of different national and international regulations. In the case of Spain, the Legislative Royal Decree 1/1996, of April the 12th, approved the consolidated version of the Law of Intellectual Property, regularizing, clarifying and harmonizing the legal provisions for the time being in force on this

matter.

In this respect, special attention must be given to previously obtaining the corresponding authorization from the owner of the copyrights of any material, particularly before its distribution to the students and by means of the virtual campus. EAE Barcelona takes no responsibility for the non-compliance with this rule on the part of the users, either members of the teaching community or students.

The following materials that can be duplicated without the requirement of previous authorization:

- Laws and regulations.
- Court decisions.
- Acts, agreements, deliberations and decisions from public bodies.
- Any material distributed under the Creative Commons license, whenever its author and credits are mentioned.
- Any material published under the ISBN of EAE Barcelona or EAE Madrid.
- Any material, whose rights belong to EAE Barcelona or EAE Madrid.
- Any work that is in the public domain.

Furthermore, the quotation right is the inclusion of extracts from protected documents or materials, in this particular case, elaborated by the members of the teaching community- with the exception of textbooks and university handbooks- when such extracts are used to accompany educational activities.

The excerpts that can be used on the basis of the quotation right must fulfil the following requirements

- They must be previously published works.
- The source and author must be mentioned, whenever it is possible.
- They must deal exclusively with the teaching field.
- The inclusion of the excerpt must necessarily come with an analysis or explanation of it.

Concerning the material elaborated by the professors, in case it has been published previously, the agreements with the magazine or publication where it appeared must be taken into account.

As is apparent from the preceding paragraphs, plagiarism is a fraudulent activity that may result in serious sanctions, both of academic and legal nature. Academic honesty is one of the pillars on which the School's commitment to education is based, and the members of its teaching community are particularly conscious and prepared to perceive this kind of actions. Keeping in mind the difficulty that arises when trying to conceptualize plagiarism, it has been considered appropriate to delimitate clearly its contents and significance in these regulations and policies.

Plagiarism is understood as the appropriation of someone else's works, pretending that they are one's own; that is to say, without explicitly confirming its source. Plagiarism can consist on the complete or partial unauthorized copy of someone else's work, or the presentation of a copy as an original own work, impersonating the true author. Some examples of plagiarism are:

- Presenting someone else's work as one's own, regardless of whether the copy is complete or partial.
- Paraphrasing a text using different words, with small changes in the language, without quoting the source in order to feign.
- Purchasing or obtaining a work and presenting it as one's own.
- Using someone else's ideas or sentences as the basis to write a work without quoting its author.

In line with the section 10 of the Academic Code of Conduct of Students of EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the pertinent legal actions if the plagiarism violates the applicable regulation in matters of intellectual property.

## 10 Bibliography

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### 10.1 Basic bibliography

- Strategic Management and Competitive Advantage: Concepts Global Edition, 6th Edition, Barney, Barney, Hesterly & Hesterly, 2021, Available

## 10.2 Recommended bibliography

- Fedushko, S., Peráček, T., Syerov, Y., & Trach, O. (2021). Development of Methods for the Strategic Management of Web Projects. *Sustainability*, 13(2), 742.
- Mitra, N. (2021). Impact of strategic management, corporate social responsibility on firm performance in the post mandate period: evidence from India. *International Journal of Corporate Social Responsibility*, 6(1), 1-15.