Business Strategy

Master's degree in: Business Administration

Subject: Organizational strategy

Credits: 6 ECTS

Program: MBA & AI Track

Modality: On-campus Full-Time / Hybrid-Learning

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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Presentation

In today's market, with increasing competitive pressure arising from globalization and the frenetic changes industries have undergone, knowing how to outline competitive business strategies is critical to success. The subject of Business Strategy within an MBA program is fundamental to understanding how companies develop, implement, and manage their strategies in an increasingly competitive and globalized business environment, impacting the performance and sustainability of organizations. This course provides students with the necessary tools to analyze the business environment, identify opportunities and threats, and formulate effective strategies that promote the growth and sustainability of organizations.

In addition, the subject of Business Strategy encourages analytical thinking and the ability to evaluate and anticipate the impact of strategic decisions in the long term. Students learn to analyze the business environment, identify trends and opportunities, and formulate strategies that allow organizations to position themselves competitively. This ability is essential for any professional who aspires to have a significant impact on the direction and growth of a company.

It also addresses the importance of innovation, adaptability, and change management in an evolving business context. As companies face challenges related to globalization, technology, and sustainability, business leaders must be prepared to develop strategies that allow them to adapt and thrive in this changing environment.

The inclusion of the Business Strategy subject in an MBA program provides students with a deep understanding of how companies design and execute effective strategies to compete in dynamic and constantly evolving markets and offers the tools necessary to face current and future business challenges and train business leaders able to drive the growth and sustainable success of organizations in an increasingly competitive and globalized market.

To implement knowledge in a strategic direction, a strategic plan will be designated and implemented in the context of a business simulation.

Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

1.1. Knowledge

RAT 1	The graduate will be able to organize information and data as key elements for decision-making problems in the business environment.
RAT 2	The graduate will infer management methods and techniques applicable to business management, through simulations and case studies.
RAT 3	The graduate will be able to identify key business problems and their typology, considering real case studies.

RAT 4 The graduate will describe management techniques in the development of business organizations by means of a written report.

RAT 5 The graduate will be able to identify the different stakeholders' interests and needs to maximize business value through market and stakeholder research.

RAT 6 The graduate will be able to recognize the threats and opportunities of a company in its strategy to reach international markets by conducting a SWOT analysis.

RAT 7 The graduate will be able to identify new business opportunities and achieve the generation of sustainable competitive advantages over time, considering potential market research techniques.

1.2. Skills

RAT 8 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish, and a third language, particularly English.

RAT 9 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.

RAT 10 The graduate will be able to understand the changes in international environments in the decision-making process of the company's management, writing a report on a real company case.

RAT 13 The graduate will be able to apply the most relevant research methods in business management and administration, through research-based learning in business management systems.

RAT 14 The graduate will be able to develop people and talent retention strategies that enable companies to obtain long-term competitive advantages.

RAT 15 The graduate will know how to solve problems at a business organization's strategic, tactical, and operational levels, considering the interrelation between the different functional and business areas.

1.3. Competencies

RAT 18 The graduate will be able to identify the client's needs for the implementation of a strategy based on data analytics.

RAT 19 The graduate will be able to identify the implicit volatility of business and financial operations through hedging operations and structured products to minimize financial risk at an international level.

RAT 20 The graduate will be able to propose innovative, creative and entrepreneurial solutions in situations specific to the professional field.

RAT 21 The graduate will be able to evaluate the sustainability and social impact of the proposals made with ethical, environmental and professional responsibility.

RAT 22 The graduate will be able to apply the gender perspective in tasks specific to the professional field.

RAT 23 The graduate will be able to design an operational plan as an element that generates a competitive advantage for the internationalization of the company, by carrying out a business internationalization project.

RAT 25 Graduates will be able to adapt changes arising from international environments to the dynamics of company management by studying real cases.

Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

RAM 1 The graduate will be able to correctly develop managerial responsibilities in any of the functional areas, departments, or sustainable projects of the company through individual or group projects.

RAM 2 The graduate will be able to accurately design the corporate strategy of a company, integrated with the competitive and functional strategies of the different areas of the company through practical sessions or group and individual work.

RAM 3 The graduate will be able to recognize in a precise way the strategic aspects and competitive advantages for the creation and management of a company with the subtraction of fundamental theoretical aspects through the learning based on the research.

Contents

- **Topic 1**: Competitive advantage
    - Definition
    - Types of competitive advantages
    - Importance of competitive advantages
    - Development and sustainability of competitive advantages
- **Topic 2**: Strategy
    - Strategy definitions
    - Corporate strategy
    - Business strategy
    - Functional strategy
- **Topic 3**: International Strategy

- Planning operations in foreign markets
- Types of international strategies
- Factors to consider
- Challenges and opportunities

- **Topic 4**: VUCA environments and digital ecosystem
  - Definition of VUCA environments
  - Impact on organizations
  - Strategies for coping with VUCA environments
  - Components of the digital ecosystem and their impact on business models
  - Intersection between VUCA or digital ecosystem

- **Topic 5**: Leadership for Sustainability
  - Long-term sustainable vision
  - Ethics and values
  - Organizational transformation towards sustainability
  - Sustainable innovation
  - Corporate social responsibility

- **Topic 6:** Disruptive technologies in the business landscape
  - The digital transformation
  - Disruptive technologies and their impact on organizations
  - Strategies for the digital age

- **Topic 7**: Business performance analysis and emerging technologies
  - Key metrics and performance indicators
  - Integration of emerging technologies into performance analysis
  - Design and implementation of a strategic plan (business game)

Methodology

The methodology applied to this subject, framed within the educational model of EAE Business School, LifEd, is detailed in the following table:

ON CAMPUS FULL TIME MODALITY		
Learning Outcomes	**Teaching Methodology**	**Training Activities**
Knowledge	Lecture	Conferences

	Presentation sessions	Student presentations
	Audiovisual-based learning	Analysis of audiovisuals
	Tutorials	Meetings to resolve doubts Follow-up meetings
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges
	Inquiry-based learning	Research tasks
	Project work	Report preparation Presentation of reports or work

HYBRID MODALITY		
Learning Outcomes	**Teaching Methodology**	**Training Activities**
Knowledge	Presentation sessions	Student presentations
	Tutorials	Meetings to resolve doubts Follow-up meetings
	Audiovisual-based learning	Analysis of audiovisuals
	Reading-based learning	Reviews / Critical analysis
Skills	Project work	Problem-solving Information searching and processing Presentation of reports and/or work
	Collaborative work	Online debates Discussions of practical cases Collective analysis
	Case-based learning	Information searching and processing Problem-solving
Competencies	Game-based learning	Challenges

	Inquiry-based learning	Research tasks	
	Project work	Report preparation reports or work	Presentation of

Grading system

Continuous assessment

Grading system	Weight
Block 1: Exercises, Problems, Report Preparation, Assignments, Presentations	40 %
Block 2: Participation and Oral Presentations	20 %
Block 3: Final Evaluation Test	40 %

Block 1 will consist of:

- Two individual evaluable activities. 10% each.
- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

Bibliography

- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. Exploring Strategy, 13e. Pearson Education Ltd., 2023.
- Kesler, G. & Kates, A. Leading organization design. Jossey Bass Edition, 2010.