



DEGREE CURRICULUM
STRATEGIC MANAGEMENT

Coordination: ESCARDIBUL FERRA, BLANCA

Academic year 2022-23

Subject's general information

Subject name	STRATEGIC MANAGEMENT			
Code	101320			
Semester	1st Q(SEMESTER) CONTINUED EVALUATION			
Typology	Degree	Course	Character	Modality
	Bachelor's Degree in Business Administration and Management	3	COMPULSORY	Attendance-based
	Double bachelor's degree: Degree in Business Administration and Management and Degree in Tourism	4	COMPULSORY	Attendance-based
	Double bachelor's degree: Degree in Computer Engineering and Degree in Business Administration and Management	4	COMPULSORY	Attendance-based
	Double bachelor's degree: Degree in Law and Degree in Business Administration and Management	4	COMPULSORY	Attendance-based
Course number of credits (ECTS)	6			
Type of activity, credits, and groups	Activity type	PRAULA	TEORIA	
	Number of credits	2.4	3.6	
	Number of groups	4	4	
Coordination	ESCARDIBUL FERRA, BLANCA			
Department	BUSINESS ADMINISTRATION			
Teaching load distribution between lectures and independent student work	(40%) 60 hores presencials (60%) 90 treball autònom			
Important information on data processing	Consult this link for more information.			
Language	Català and Spanish			
Distribution of credits	(25h / ECTS) 150 hores			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
ESCARDIBUL FERRA, BLANCA	blanca.escardibul@udl.cat	18	You can ask me all the questions you want every week in the same room where the classes take place once they are over. Also days and hours to be agreed. Regardless of the established tutorial schedule (at the end of the class), you can always send me an email to meet one day at a certain time.
PLANA FARRAN, MANUEL	manel.plana@udl.cat	6	

Subject's extra information

The course as part of the academic plan

This subject is given in the third year course for the degree in Business Administration and Management. The subject of strategic management is intended to highlight the fact that in recent decades there is a growing interest in issues relating to the so-called business strategy. This entails a need to study and assess the competitive position of the company as a consequence of the growing and ever-changing complexity of its environment. The business strategy is the response to the company's ongoing need to adapt to the changes in its environment. For this reason, this course is intended to study the company's overall strategic management process, which is comprised of three main parts: strategic analysis, the formulation of the strategy and the implementation of the strategies. It is therefore a subject that is intended to provide the student with answers to the need that companies have to survive or to enhance their effectiveness in an increasingly hostile environment. The solution to this need is that which is intended through the formulation of the so-called business strategy. Throughout this course not only theoretical knowledge is taught but also practical knowledge as business management studies require that the student must have skills and knowledge in order to be able to perform in the realm of the company's Strategic Management. This implies that it is equally important to ensure the assimilation of theoretical knowledge as well as that of its application in resolving business problems and case studies of both national and foreign companies. In this sense, the practical classes are an essential element in the learning of these skills and knowledge as they are the necessary bridge between theory and practice. RELATIONSHIP WITH OTHER SUBJECTS OF THE SYLLABUS. This course builds upon the knowledge gained in the other subjects for the degree, especially the second year subject on Company organisation. In the program of the Company organisation subject (in the second year of this degree) you have a module on Strategic Management and more specifically on strategic analysis. Therefore, in this subject we shall not go in greater depth at this stage of the overall process of the strategic company management, as you have already covered this in the course on Company organisation. Similarly, the following subjects are also most important for the student: Financial Accounting, Operations Management, Marketing Management, Financial Management and Management Control. PROJECTION TOWARDS PROFESSIONAL FIELDS The subjects studied in this degree are intended to cover the management and administration of organisations and companies.

The professional careers of the students are largely focused on:

- a) The company.
- b) The state or local public administration.
- c) Teaching.
- d) Liberal professions.

Learning objectives

Strategic Management begins by answering these three questions: Where are we today? In order to answer this question we have to do an analysis of the situation: analysis of the environment and internal analysis. Where do we want to go? This implies defining long-term objectives and goals, and the third question we ask ourselves is: how can we get there? This involves understanding the market, understanding the competition and the business, and designing the appropriate strategies.

Based on the program described below, the objectives of this subject are:

1. Learn the basic elements of strategic management, learn to identify and create business objectives, and formulate and implement a company strategy. (CEU1, CEU3, CB1 and CB6).
2. Study the general environment and the specific environment, and know the most appropriate analysis methods for each situation. (CEU3, CB3, CB4, CB6, CES1 and CES4).
3. Analyze the economic structure of the company, know the functional areas and the value chain, and establish its resources and capabilities. (CEU1, CEU3, CB1, CB2, CB4, CB6, CES1, CES4 and CES5).
4. Deepen the sources, application conditions and risks of competitive advantage in costs and product differentiation, as well as identify possible strategies according to the characteristics of the industry. (CEU1, CEU3, CB1, CB2, CB4, CB6, CES4 and CES5).
5. **Determine the importance of business development strategies and analyze the paths of internal and external growth and cooperation strategy. (CEU1, CEU3, CB1, CB2, CB4, CB6, CES4 and CES5).**
6. Define in depth the problems involved in the implementation of strategic decisions and planning and control procedures. (CEU1, CEU3, CB1, CB2, CB4, CB6, CES4 and CES5).

Competences

General skills or basic (CB)

- CB1. Analysis and synthesis capacity.
- CB2. Ability to organize and plan.
- CB3. Teamwork and leadership.
- CB4. Capacity for criticism and self-criticism.
- CB5. Concern about quality.
- CB6. Ability to work and learn autonomously.

Specific skills (ESC)

- CG1-Analysis and synthesis capacity.
- CG2-Capacity to organize and plan.
- CG3-Capacity for criticism and self-criticism.
- CG4-Teamwork and leadership.
- CG5-Be able to work and learn autonomously and simultaneously interact appropriately with others, cooperating and collaborating.
- CG6-Act based on rigor, personal commitment and with a focus on quality.
- CE1-Create and run a company attending and responding to changes in the environment in which it operates.
- CE4-Apply instrumental techniques in the analysis and solution of business problems and in decision making.

Strategic competencies university (CEU)

- CEU1. Correction in written oral expression.
- CEU2. Command of a foreign language.
- CEU3. ICT domain.

Subject contents

Throughout the program you will see the global process of the company's Strategic Management, which is made up of three main parts: strategic analysis, strategy formulation and strategy implementation. To assimilate the concepts of this subject we will base ourselves on the study and discussion of cases and real situations of Spanish and foreign companies, as well as exercises to solve.

Strategic analysis is the process through which it is possible to determine the set of threats and opportunities that the environment presents to the organization, as well as the set of strengths and weaknesses of the organization, in a way that allows the Management to diagnose and evaluate the situation and the corresponding formulation of a strategy, once the vision, mission and objectives of the company have been defined.

The formulation of strategies tries, from the strategic analysis and according to the proposed methodology, to formulate or design the possible alternatives that are available to achieve the mission and the objectives that have been chosen from the context defined in the external and internal analysis.

Strategic implementation involves the development of a strategic plan that includes the objectives and decisions that have been adopted in previous stages, as well as the allocation of means and the path to follow so that the strategy is successful. The implementation is completed with strategic planning and control.

BLOCK I: STRATEGIC ANALYSIS

1. THE NATURE OF THE STRATEGY

- 1.1. THE CONCEPT OF STRATEGY
- 1.2. THE LEVELS OF STRATEGY
 - 1.2.1. CORPORATE STRATEGIES
 - 1.2.2. COMPETITIVE, BUSINESS OR ENTREPRENEURIAL STRATEGIES
 - 1.2.3. FUNCTIONAL STRATEGIES
- 1.3. EXTERNAL AND INTERNAL ANALYSIS
 - 1.3.1. THE ANALYSIS OF THE ENVIRONMENT
 - 1.3.2. INTERNAL ANALYSIS
 - 1.3.3. SWOT ANALYSIS AND CAME ANALYSIS

WORKBOOK FOR UNIT 1:

STRATEGIC CASE 1: ENSESA STRENGTHENS ITS STRATEGIC PLAN 2002-2006.

STRATEGIC CASE 2: NATURA GROUP. A STRATEGY OF ADVENTURE AND CHANCE.

STRATEGIC CASE 3: OSBORNE'S "BULL" LIKES TO GROW.

BLOCK II: FORMULATION OF THE STRATEGY

two. STRATEGY AND COMPETITIVE ADVANTAGE

- 2.1. CONCEPT AND RELATIONSHIPS
- 2.2. CREATING COMPETITIVE ADVANTAGE
- 2.3. MAINTENANCE OF COMPETITIVE ADVANTAGE

WORKBOOK FOR UNIT 2:

STRATEGIC CASE 1: HOW WAL – MARS COMBINES THEIR ADVANTAGES.

3. THE COMPETITIVE ADVANTAGE IN COSTS

- 3.1. SOURCES OF COST ADVANTAGE
- 3.2. BARRIERS TO IMITATION
- 3.3. APPLICATION CONDITIONS
- 3.4. RISKS OF THE COST ADVANTAGE

WORKBOOK FOR UNIT 3:

STRATEGIC CASE 1: THE EXPERIENCE EFFECT IN FORD.

STRATEGIC CASE 2: SOURCE OF COMPETITIVE ADVANTAGE IN COSTS IN LARGE DISTRIBUTION SUPERFACES.

4. THE COMPETITIVE ADVANTAGE IN PRODUCT DIFFERENTIATION

- 4.1. SOURCES OF PRODUCT DIFFERENTIATION
- 4.2. BARRIERS TO IMITATION
- 4.3. APPLICATION CONDITIONS
- 4.4. RISKS OF THE DIFFERENTIATION ADVANTAGE

WORKBOOK FOR UNIT 4:

STRATEGIC CASE 1: ROBERT EXPRESS COMPANY.

STRATEGIC CASE 2: COMPETITIVE STRATEGIES IN EL CORTE INGLÉS AND DIA.

5. EXPANDING PORTER'S COMPETITIVE STRATEGIES: THE STRATEGIC CLOCK

- 5.1. STRATEGIES ORIENTED TO LOW PRICES
- 5.2. STRATEGIES ORIENTED TO DIFFERENTIATION
- 5.3. HYBRID STRATEGIES OR ORIENTED TO THE QUALITY-PRICE RELATIONSHIP
- 5.4. STRATEGIES DESTINED TO FAIL

WORKBOOK FOR UNIT 5:

STRATEGIC CASE 1: THE STRATEGIC CLOCK AIR TRANSPORT.

STRATEGIC CASE 2: EASYJET'S "NO WATERMARK" STRATEGY FOR SUCCESS.

6. STRATEGIES BASED ON THE CHARACTERISTICS OF THE INDUSTRY

- 6.1. COMPETITION IN NEW OR EMERGING INDUSTRIES
 - 6.1.1. CHARACTERISTICS OF EMERGING INDUSTRIES
 - 6.1.2. STRATEGIES FOR EMERGING INDUSTRIES
- 6.2. COMPETITION IN GROWTH INDUSTRIES
 1. CHARACTERISTICS OF THE INDUSTRIES IN CREIXEMENT
 2. STRATEGIES FOR INDUSTRIES IN CREIXEMENT
- 6.3. COMPETITION IN MATURE INDUSTRIES
 - 6.3.1. CHARACTERISTICS OF MATURE INDUSTRIES
 - 6.3.2. STRATEGIES FOR MATURE INDUSTRIES
- 6.4. COMPETITION IN DECLINED INDUSTRIES
 - 6.4.1. CHARACTERISTICS OF INDUSTRIES IN DECLINE
 - 6.4.2. STRATEGIES FOR DECLINING INDUSTRIES
- 6.5. COMPETITION IN FRAGMENTED AND CONCENTRATED INDUSTRIES
 - 6.5.1. CHARACTERISTICS OF FRAGMENTED INDUSTRIES
 - 6.5.2. STRATEGIES FOR FRAGMENTED INDUSTRIES

WORKBOOK FOR UNIT 6:

STRATEGIC CASE 1: ACTIVITIES RELATED TO THE ELDERLY.

STRATEGIC CASE 2: AN EXAMPLE OF THE FOLLOWER ADVANTAGE, OF A "LAST MOVE"

STRATEGIC CASE 3: THE SEARCH FOR COMPETITIVE ADVANTAGES IN THE ROAD FREIGHT TRANSPORTATION INDUSTRY.

STRATEGIC CASE 4: THE REORIENTATION OF THE FIELD OF ACTIVITY IN THE CHILDREN'S PRODUCTS INDUSTRIES.

STRATEGIC CASE 5: THE DECLINE OF THE BOINERY INDUSTRY.

STRATEGIC CASE 6: THE FRAGMENTATION OF THE NURSING HOME INDUSTRY.

1. DEVELOPMENT DIRECTION: THE CAMP OF ACTIVITY AND EXPANSION

- 7.1. THE DEFINITION OF THE COMPANY'S CAMP OF ACTIVITY
- 7.2. THE GROWTH AND DEVELOPMENT OF THE COMPANY
- 7.3. DIRECTIONS OF DEVELOPMENT
- 7.4. THE EXPANSION STRATEGY
 - 7.4.1. MARKET PENETRATION
 - 7.4.2. PRODUCT DEVELOPMENT
 - 7.4.3. MARKET DEVELOPMENT

BOOK OF EXERCISES OF UNIT 7:

STRATEGIC CASE 1: THE DEFINITION OF THE SCOPE IN TELEFÓNICA.

STRATEGIC CASE 2: THE DIFFERENTIATION BETWEEN STRATEGIC SEGMENTS IN THE LOREAL GROUP.

STRATEGIC CASE 3: THE EVOLUTION OF THE FIELD OF ACTIVITY AT TELEFÓNICA.

STRATEGIC CASE 4: EXPANSION STRATEGIES IN A TELEVISION MANUFACTURER.

STRATEGIC CASE 5: THE EXPANSION STRATEGY OF LECHE PASCUAL.

8. DEVELOPMENT DIRECTION: DIVERSIFICATION, VERTICAL INTEGRATION AND RESTRUCTURING

- 8.1. BUSINESS DIVERSIFICATION

8.2. THE RELATED DIVERSIFICATION STRATEGY

8.2.1. REASONS FOR RELATED DIVERSIFICATION

8.2.2. RELATED DIVERSIFICATION RISKS

8.3. THE UNRELATED OR CONGLOMERATED DIVERSIFICATION STRATEGY

8.3.1. REASONS FOR UNRELATED DIVERSIFICATION

8.3.2. RISKS OF UNRELATED DIVERSIFICATION

8.4. THE VERTICAL INTEGRATION STRATEGY

8.4.1. REASONS FOR VERTICAL INTEGRATION

8.4.2. RISKS OF VERTICAL INTEGRATION

8.5. THE RESTRUCTURING STRATEGY OF THE BUSINESS PORTFOLIO

8.5.1. THE SANITATION OF A BUSINESS

8.5.2. THE RESTRUCTURING OF THE BUSINESS PORTFOLIO

WORKBOOK FOR UNIT 8:

STRATEGIC CASE 1: DIVERSIFICATION STRATEGIES IN A TELEVISION MANUFACTURER.

STRATEGIC CASE 2: RELATED DIVERSIFICATION IN PARADORES.

STRATEGIC CASE 3: UNRELATED DIVERSIFICATION IN INFINITY SYSTEM.

STRATEGIC CASE 4: VERTICAL INTEGRATION STRATEGIES IN A TELEVISION MANUFACTURER.

STRATEGIC CASE 5: VERTICAL INTEGRATION IN THE MARSANS GROUP.

STRATEGIC CASE 6: THE RESTRUCTURING OF CHUPA CHUPS.

STRATEGIC CASE 7: THE RESTRUCTURING OF THE BUSINESS PORTFOLIO IN URALITA.

9. DEVELOPMENT METHODS: INTERNAL AND EXTERNAL

9.1. INTERNAL DEVELOPMENT VERSUS EXTERNAL DEVELOPMENT

9.1.1. RATIONALE FOR EXTERNAL DEVELOPMENT

9.1.2. ADVANTAGES AND DISADVANTAGES OF EXTERNAL DEVELOPMENT

9.1.3. TYPE OF EXTERNAL DEVELOPMENT

9.2. MERGERS AND ACQUISITIONS OF COMPANIES

9.2.1. THE MERGERS

9.2.2. THE ACQUISITIONS

9.3. FORMS OF EXTERNAL DECONCENTRATION

9.4. EXTERNAL DEVELOPMENT MANAGEMENT

9.4.1. SELECTION OF THE TARGET COMPANY

9.4.2. ORGANIZATIONAL AND CULTURAL INTEGRATION

9.4.3. PRODUCTIVE INTEGRATION

9.4.4. DEFENSE OF COMPETITION

BOOK OF EXERCISES OF UNIT 9:

STRATEGIC CASE 1: BUSINESS CONCENTRATION IN THE SPANISH CONSTRUCTION SECTOR.

STRATEGIC CASE 2: THE MERGER OF TAVEX AND SANTISTA.

STRATEGIC CASE 3: THE MERGER WITH PARTIAL CONTRIBUTION OF ASSETS OF TUI AND FIRST CHOICE.

STRATEGIC CASE 4: BUSINESS DECONCENTRATION STRATEGIES IN ALTADIS AND METROVACESA.

STRATEGIC CASE 5: ORGANIZATIONAL AND CULTURAL INTEGRATION IN THE MERGER OF BANCO BILBAO – VIZCAYA AND ARGENTARIA.

10. DEVELOPMENT METHODS: BUSINESS COOPERATION

10.1. COOPERATION BETWEEN COMPANIES

10.1.1. CONCEPT AND CHARACTERISTICS OF BUSINESS COOPERATION

10.2. ADVANTAGES AND DISADVANTAGES OF COOPERATION

10.3. TYPE OF AGREEMENTS

10.3.1. CONTRACTUAL AGREEMENTS

10.3.2. SHAREHOLDING AGREEMENTS

10.3.3. INTERORGANIZATIONAL NETWORKS

WORKBOOK FOR UNIT 10:

STRATEGIC CASE 1: THE VIRTUAL COMPANY.

STRATEGIC CASE 2: LONG-TERM CONTRACTS BETWEEN EROSKI AND BANESTO.

STRATEGIC CASE 3: THE FRANCHISE IN TECNOCASA.

STRATEGIC CASE 4: THE LICENSE BETWEEN THE UNIVERSITY OF ILLINOIS AND ZELTIA.

STRATEGIC CASE 5: OUTSOURCING IN TELECINCO.

STRATEGIC CASE 6: THE "SPINN-OFF" AT NOKIA.

STRATEGIC CASE 7: THE CONSORTIUM OF THE PUBLIC UNIVERSITIES OF MADRID AND THE UNED.

STRATEGIC CASE 8: JOINT VENTURES BETWEEN ACCIONA AND REPSOL.

STRATEGIC CASE 9: THE CROSS-PARTICIPATION AGREEMENT BETWEEN BANCO SABADELL AND THE PORTUGUESE COMMERCIAL BANK.

STRATEGIC CASE 10: INTERORGANIZATIONAL NETWORKS IN THE AIR TRANSPORT INDUSTRY.

BLOCK III: IMPLEMENTATION OF STRATEGIES

eleven. EVALUATION AND IMPLEMENTATION OF STRATEGIES

11.1. THE PROCESS OF EVALUATION AND SELECTION OF STRATEGIES

11.1.1. THE ADEQUACY OF THE STRATEGIES

11.1.2. THE FEASIBILITY OF THE STRATEGIES

11.1.3. THE ACCEPTABILITY OF THE STRATEGIES

11.2. THE IMPLEMENTATION OF THE STRATEGY

11.2.1. STRATEGIC IMPLEMENTATION ACTIVITIES

11.2.2. FACTORS OF SUCCESS AND FAILURE OF IMPLEMENTATION

Methodology

Methodology

There are two ways to follow this subject, by:

1. the continuous evaluation system
2. the unique evaluation.

Continuous assessment

A good way to focus the study of this subject for students who follow the system **continuous evaluation** is the next:

- a. The classes are face-to-face where a lot of emphasis is placed on the exercises and cases to be solved. We will combine the explanations about the theoretical aspects of your academic program with the resolution of practical cases and exercises from the business world. There will be no 100% theoretical classes.

On the first day of class, not only will the presentation of the subject take place, but we will already begin the agenda.

CAPPONT CAMPUS:

GROUP 1: MORNING 1

Classroom 0.03 EP2

Wednesday from 9 a.m. to 10:45 a.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

Friday from 11:15 a.m. to 1 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

GROUP 2: MORNING 2

Classroom 3.10 Multipurpose Building 1

Wednesday from 11:15 a.m. to 1 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

Friday from 9 a.m. to 10:45 a.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

GROUP 3: AFTERNOON.

Classroom -1.02 FDET

Friday from 3:00 p.m. to 4:30 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

Friday from 5:00 p.m. to 6:30 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

YOU CAN ATTEND CLASS WITH THE GROUP THAT SUITS YOU THE MOST.No need to notify me. Only on the days that you have the exams you must attend with your official group. Cannot change group.

IGUALADA CAMPUS:

Classroom

Monday from 3:00 p.m. to 5:00 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

Tuesday from 3:00 p.m. to 5:00 p.m. CLASS ATTENDANCE. I DO NOT PASS LIST.

- a. You must download the notes that are posted in "resources" where there are not only the theoretical concepts of each topic but also the exercises and cases that will be explained and solved in the face-to-face classes.
- b. In order to give a more important weight to the practices, it has in resources a folder called "More_Exercises_and_Practical_Cases" that includes more cases apart from those already in the points. The goal is to make it a very practical subject. The first fifteen days of the course we will only use the notes since there are also exercises and cases inside them. Later, I will post more exercises. BRING THE NOTES TO THE PRESENTIAL CLASSES TO BE ABLE TO SOLVE THE EXERCISES.
- c. **The hours you should dedicate to this subject**They are the same ones that appear on your schedule.
- d. Requesting personalized tutorials to resolve any doubts that may arise in the subject is the best tool that the student has to successfully pass this subject.
- e. **Enter the virtual campus**of this subject weekly. In this space you will find: the statements of the exercises, the solutions, warnings, notes, notes of this subject, etc.
- f. The continuous evaluation consists of the realization by the student **of a minimum of 3 exams out of 4**. If the student does not show up for a test or exam and therefore does not take it, then they will obtain a grade of zero.
- g. If a student takes three exams with their respective weightings and obtains, after completing the three exams, a grade of 7, they can decide whether or not to take the fourth exam. She is under no obligation to do so. In the minutes of her will be the note of 7 (remarkable). If she wanted a better grade, she should take the fourth exam. Obviously, for each exam that is presented, the following percentages will be applied:

$$\text{EX1} \times 24\% + \text{EX2} \times 26\% + \text{EX3} \times 24\% + \text{EX4} \times 26\%$$

Those students who have not yet passed the subject after completing 3 exams and applying their weighting are required to take the fourth exam.

The percentages are not redistributed based on the exams that have been presented, you directly lose it, but rather take a specific exam.

Each exam has a specific weight:

EXAM 1: 24% (theoretical face-to-face test type exam).

- o **CORRECT QUESTION: 1 POINT.**
- o **WRONG QUESTION: -0.25 POINTS.**
- o **QUESTION NOT ANSWERED: 0 POINTS.**
- o **For each question there is only one correct answer.**

Note: There will be test questions where you will find your answer from the study of the notes and others that will have to be reasoned (understand and reflect on the notes and then make the decision) before marking the correct answer. There will only be one correct answer.

- No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam.
- Any system of copying or attempted copying will lead to failure of this exam.
- You won't be able to consult the notes, or the exercises...nothing.
- According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulations of the UdL.

If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.

- The dates of the written tests are not postponed.
- You cannot have any material: no notes, no exercises, no program, nothing.

Date: November 9, 2022.

Hour: each in turn. You can't change shifts. The exams are configured in one hour and a specific classroom for each student.

Classrooms: 0.37 FDET and 0.38 FDET

NUMBER OF QUESTIONS: 26

TIME: 40 MINUTES. You can go forward and backward.

EXAM TYPE TEST.

THEORETICAL EXAM: 24%.

THEMES 1, 2, 3 and 4.

CAPPONT CAMPUS:

Classrooms with computers that are in the classrooms: 0.37 FDET and 0.38 FDET.

- **Morning 1: 13 students.**

Time: 12 hours. Puntuality!!!!!!!!!!!!

End: 12:40 p.m.

Classroom 0.37 FDET.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember. "user identifier" and "password".

- **Morning 2: 38 students.** Divided between two classrooms: 0:37 and 0:38.

Classroom 0:37: 12:50 hours. from the student Adams Mensimah, Julian to the student Grigoras, Daniela.

Classroom 0:38: 12:50 hours. from the student Guardia Martí, Pol to the student Vilella Segarra, Nalison.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember: "user identifier" and "password".

- **Afternoon:41 students.** Divided between two classrooms: 0:37 and 0:38.

Classroom 0.37. 1:35 p.m. from the student Abella Dalmau, Eric even the student Munoz Faibella, Jonathan.

Classroom 0.38. 1:35 p.m. from the student Munso Mestre, Meritxell to the student Vilalta Gallart, Blanca.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember. "user identifier" and "password".

IGUALADA CAMPUS: 27 students.

Classroom: the one that appears in the examination calendar.

Bring the computers into the classroom.

Date: evaluation week. Date: November 9, 2022.

TIME: 40 MINUTES. You can go forward and backward.

Time: 12 hours. Puntuality!!!!!!!!!!!!

End: 12:40 p.m.

EXAM TYPE TEST.

THEORETICAL EXAM: 24%.

THEMES 1, 2, 3 and 4.

EXAM 2: 26% (face-to-face practical exam).

TO STUDY:

- A. **THE EXERCISES THAT YOU HAVE IN THE NOTES AND THAT WE HAVE BEEN WORKING ON IN CLASS**
- B. **PRACTICES, you will find them in RESOURCES inside the folder called: More_Exercises_and_Case_cases**

Practice_1_Topic_1_Competitive_Corporate_Strategies_and_external_and_internal_analysis_STATEMENT.pdf

Practice_2_Topic_1_Analysis_of_the_general_environment_PEST_ENUNCIADO.doc

Practice_2BIS_CONTINUATION OF PRACTICE 2_THE 5 COMPETITIVE FORCES OF A GOALKEEPER_STATEMENT.doc

Practice_3_Topic_1_Internal_Analysis_of_the_Company_NESPRESSO_PRIMERA PARTE_STATEMENT.doc

Practice_3BIS_Topic_1_Internal_Analysis_of_the_Company_SECOND_PART_NESPRESSO_STATEMENT.doc

EXAMPLE OF EXAM FROM OTHER YEARS: Practice_4_EXAMEN_REACTABLE_DAFO_RECURSOS_CAPACITAT_ENUNCIADO.doc

CAPPONT CAMPUS:

DAY November 18:

GROUP 1: MORNING 1. 13 students.

Classroom 0.03 EP2

Friday from 11:15 a.m. to 1 p.m.

GROUP 2: MORNING 2. 38 students.

Classroom 3.10 Multipurpose Building 1

Friday from 9 a.m. to 10:45 a.m.

GROUP 3: AFTERNOON. 41 students.

Classroom -1.02 FDET

Friday from 3:00 p.m. to 4:45 p.m.

IGUALADA CAMPUS: 27 students

DAY November 15

Tuesday from 3:00 p.m. to 4:45 p.m.

In your usual classroom.

Type of exam: IT IS PRACTICAL.

Topics 1, 2, 3, 4.

26% of the final mark.

Type of exam: It is not a test type. IT'S PRACTICAL. To be able to answer the questions and reason about them, you must know the notes on topics 1, 2, 3 and 4.

No calculator needed.

- No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam.
- Any system of copying or attempted copying will lead to failure of this exam.
- You won't be able to consult the notes, or the exercises...nothing.
- According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences

provided for in these regulations or in any other internal regulations of the UdL.

If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.

- The dates of the written tests are not postponed.
- No material can be consulted: no notes, no exercises, no program, nothing.
- It is necessary to return the statement and the solution.
- You can answer the exam in Catalan or Spanish, whichever you prefer.

The final grade is calculated as follows:

FINAL NOTE OF THE SUBJECT: $EX1 \times 24\% + EX2 \times 26\% + EX3 \times 24\% + EX4 \times 26\%$

There is no make-up week for failed exams. No additional work can be done in order to pass the subject.

The only way to pass the subject is by completing at least 3 of the 4 proposed exams.

IMPORTANT!!!!

Although if he does 3 exams (it is recommended to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (The percentages are not redistributed depending on the exams that have been presented, directly the loser). The dates of tests or exams are not postponed.

EX AMEN 3: 24% (theoretical face-to-face test type exam).

TIME: 38 MINUTES. You can go forward and backward.

Total questions: 24

EXAM TYPE TEST.

THEORETICAL EXAM: 24%.

TOPICS: 5, 6, 7 and 8.

CAPPONT CAMPUS: December 16.

Classrooms with computers that are in the classrooms: 0.37 FDET

GROUP 1: MORNING 1. 13 students.

Friday: 11:15 a.m.

Morning 1:13 students.

Classroom 0.37 FDET.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember. "user identifier" and "password".

GROUP 2: MORNING 2. 38 students.

Friday: 9 hours.

Morning 2:38 students.

Classroom 0.37: 9 hours. from the student Adams Mensimah, Julian to the student Grigorous, Daniela

Classroom 0.37: 9:40 a.m. from the student Guardia Martí, Pol to the student Vilella Segarra, Nalison.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember: "user identifier" and "password".

GROUP 3: AFTERNOON. 41 students.

Afternoon:41 students.

Classroom 0.37. 15 hours. from the student Abella Dalmau, Eric to the student Mandryk, Nazariy

Classroom 0.37. 15. 40 hours. from the student Marco Mallén, Nicolás to the student Vilalta Gallart, Blanca.

Only classroom computers may be used. Without the notes. No calculator needed.

It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.

Remember. "user identifier" and "password".

IGUALADA CAMPUS: December 13th. 27 students.

Classroom: in your regular classroom.

Bring the computers into the classroom.

Date: December 13th.

Total questions: 24

Time: 15 hours.

TIME: 38 MINUTES. You can go forward and backward.

EXAM TYPE TEST.

THEORETICAL EXAM: 24%.

TOPICS: 5, 6, 7 and 8.

You must be examined with your official group. You cannot change groups.

- o **CORRECT QUESTION: 1 POINT.**
- o **WRONG QUESTION: -0.25 POINTS.**
- o **QUESTION NOT ANSWERED: 0 POINTS.**
- o **For each question there is only one correct answer. In case of two similar answers, the correct option will be the one established in the notes.**

Note: There will be test questions where you will find your answer from the study of the notes and others that will have to be reasoned (understand and reflect on the notes and then make the decision) before marking the correct answer. There will only be one correct answer.

- No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam.
- Any system of copying or attempted copying will lead to failure of this exam.
- You won't be able to consult the notes, or the exercises...nothing.
- According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulations of the UdL.

If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.

- The dates of the written tests are not postponed.
- No material can be consulted: no notes, no exercises, no program, nothing.

Themes 5, 6, 7 and 8.

Total questions: 24

Time to complete the exam: 38 minutes.

The final grade is calculated as follows:

FINAL NOTE OF THE SUBJECT: EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%

There is no make-up week for failed exams. No additional work can be done in order to pass the subject.

The only way to pass the subject is by completing at least 3 of the 4 proposed exams.

IMPORTANT!!!!

Although if he does 3 exams (it is recommended to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (The percentages are not redistributed depending on the exams that have been presented, directly the loser). The dates of tests or exams are not postponed.

EXAM 4: 26% (theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED AND YOU MUST ALSO DO AN EXERCISE).

PRESENIAL EXAM: January 20, 2023

It is a voluntary exam only for those students who with the first three grades, applying their respective weights, have already passed the subject. Otherwise, it will be mandatory to take this exam.

Minimum mark: 2 points. Students who do not get 2 points out of 10 will see that their grade is a zero and the final grade for this subject will be the one obtained from the first three exams.

PRESENIAL EXAM.

- o No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam.
- o Any system of copying or attempted copying will lead to failure of this exam.
- o You won't be able to consult the notes, or the exercises...nothing.
- o According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulations of the UdL.
- o If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.
- o The dates of the written tests are not postponed.
- o No material can be consulted: no notes, no exercises, no program, nothing.
- o It is necessary to return the statement and the solution.
- o You can answer the questions in both Catalan and Spanish.

EVALUATION WEEK. Face-to-face exam. January 20, 2022.

VALUE: 26%.

A single exam where there will be theoretical questions that will not be multiple choice, you will have to tell yourself.

Topics to study for theory: 9, 10 and 11.

Topics that you must study to do the practical part: 7, 8, 9 and 10.

CAPPONT CAMPUS:

Classroom: -1.02 FDET.

Time: 9 hours.

IGUALADA CAMPUS:

In the classroom stipulated in the exam schedule.

Time: 9 hours.

The final grade is calculated as follows:

STRATEGIC MANAGEMENT 2022-23

FINAL NOTE OF THE SUBJECT: $EX1 \times 24\% + EX2 \times 26\% + EX3 \times 24\% + EX4 \times 26\%$

There is no make-up week for failed exams. No additional work can be done in order to pass the subject.

The only way to pass the subject is by completing at least 3 of the 4 proposed exams, attending class and requesting tutorials.

IMPORTANT!!!!

Although if he does 3 exams (it is recommended to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (The percentages are not redistributed depending on the exams that have been presented, directly the loser). The dates of tests or exams are not postponed.

The final grade is calculated as follows:

SUBJECT FINAL MARK: $EX1 \times 24\% + EX2 \times 26\% + EX3 \times 24\% + EX4 \times 26\%$

Summary table on the four exams:

TEST	PERCENTAGE	DAY, TIME, AND CLASSROOMS	TOPICS
<p>First: 100% theoretical test exam.</p> <p>There will be direct questions from the notes and others that you will have to think about before choosing the correct option. There will only be one correct option. CORRECT QUESTION: 1 POINT. WRONG QUESTION: -0.25 POINTS. QUESTION NOT ANSWERED: 0 POINTS. For each question there is only one correct answer.</p>	24%	<p>November 9.</p> <p>CAPPONT CAMPUS: Classrooms: 0.37 FDET and 0.38 FDET. Time and classrooms: it will depend on each student's shift. The first shift will start at 12 noon.</p> <p>IGUALADA CAMPUS: Classroom: the one that appears in the exam calendar. Time: all students at 12 noon.</p>	1, 2, 3 and 4
<p>Second: 100% practical exam but you must know the theory to reason the answer</p>	26%	<p>CAPPONT CAMPUS: DAY November 18 IGUALADA CAMPUS: DAY November 15</p>	1, 2, 3 and 4
<p>Third: 100% theoretical test exam.</p> <p>There will be direct questions from the notes and others that you will have to think about before choosing the correct option. There will only be one correct option. CORRECT QUESTION: 1 POINT. WRONG QUESTION: -0.25 POINTS. QUESTION NOT ANSWERED: 0 POINTS. For each question there is only one correct answer.</p>	24%	<p>CAPPONT CAMPUS: DAY December 16 IGUALADA CAMPUS: DAY December 13</p>	5, 6, 7 and 8.

<p>Fourth: theoretical and practical. It is a voluntary exam only for those students who with the first three grades, applying their respective weights, have already passed the subject. Otherwise, it will be mandatory to take this exam.</p> <p>Minimum mark: 2 points. Students who do not get 2 points out of 10 will see that their grade is a zero and the final grade for this subject will be the one obtained from the first three exams.</p>	26%	<p>January 20.Theoretical exam IT IS NOT A TEST TYPE, IT MUST BE EXPLAINED AND YOU MUST ALSO DO AN EXERCISE.</p> <p>CAPPONT CAMPUS: Classroom: -1.02 FDET. Time: 9 hours.</p> <p>IGUALADA CAMPUS: In the classroom stipulated in the examination schedule. Time: 9 hours.</p>	<p>Topics to study for theory: 9, 10 and 11.</p> <p>Topics that you must study to do the practical part: 7, 8, 9 and 10.</p>
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2. the unique evaluation

In the event that a student proves documents (employment contract and summary of working life issued by the Social Security Treasury) that they are working full-time during the teaching year and therefore cannot meet the established requirements for continuous assessment, you may choose to take a single test to validate skills and knowledge, which will be carried out in the weeks indicated for this purpose in the degree assessment calendar.

You must send the documentation via email before October 30.

This test will consist of:

- Carrying out a theoretical _ practical EXAM.
- It will not be test type.
- DATE: January 20 at 9 a.m.
- Classroom:

CAPPONT CAMPUS: -1.02 FDET.

EQUAL CAMPUS. Students from the IGUALADA campus will take the exam in their ASSIGNED classroom FOR THIS EXAM.

Contact the professor responsible for the subject: blanca.escardibul@udl.cat

Development plan

Development plan

dates (Weeks)	Description	Exercise Face-to-face	PHT (2) (Hours)	Self- employment activity	PHTNP (3) (Hours)
1 SEPTEMBER	<p>Week of September 12. First day of IGUALADA class: September 12</p> <p>First day of CAPPONT class: September 14 Presentation of the subject and we begin topic 1.</p> <p>Topic 1. THE NATURE OF THE STRATEGY</p>	Lecture and solved problems and cases.	2.00	Read the guide for this subject	2.50
two.	Topic 1. THE NATURE OF THE STRATEGY	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
3.	Topic 1. THE NATURE OF THE STRATEGY 29 and 30/09 Local party of the City of Lleida and Institutional Party of the University of Lleida.	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
Four. OCTOBER	Topic 1. THE NATURE OF THE STRATEGY Topic 2. STRATEGY AND COMPETITIVE ADVANTAGE	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50

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dates (Weeks)	Description	Exercise Face-to-face	PHT (2) (Hours)	Self- employment activity	PHTNP (3) (Hours)
5.	Topic 2. STRATEGY AND COMPETITIVE ADVANTAGE Subject 3. THE COMPETITIVE ADVANTAGE IN COSTS. Wednesday, October 12. National holiday of Spain.	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
6.	Topic 3. THE COMPETITIVE ADVANTAGE IN COSTS Topic 4. THE COMPETITIVE ADVANTAGE IN PRODUCT DIFFERENTIATION	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
7.	Topic 4. THE COMPETITIVE ADVANTAGE IN PRODUCT DIFFERENTIATION Topic 5. THE EXTENSION OF THE GOALKEEPER STRATEGIES: THE STRATEGIC CLOCK Topic 6. STRATEGIES BASED ON THE CHARACTERISTICS OF THE INDUSTRY.	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
8. NOVEMBER	Topic 6. STRATEGIES BASED ON THE CHARACTERISTICS OF THE INDUSTRY.	Lecture and solved problems and cases	4.00		4.50
9.	evaluation week PRFIRST EXAM OF THIS SUBJECT.	evaluation week Value: 24% of the final grade for this subject.	2.00	evaluation week You must be examined with your official group. You cannot change groups.	6.50
10.	SECONDEXAM OF THIS SUBJECT	SECONDEXAM OF THIS SUBJECT Value: 26% Exams. Class schedule.	4.00	You must be examined with your official group. You cannot change groups.	6.50
eleven.	Item 7. DEVELOPMENT MANAGEMENT: THE FIELD OF ACTIVITY AND EXPANSION.	Lecture and solved problems and cases	4.00		4.50
12. DECEMBER	Topic 9. DEVELOPMENT METHODS: INTERNAL AND EXTERNAL Topic 10. DEVELOPMENT METHODS: BUSINESS COOPERATION	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
13.	Topic 11. EVALUATION AND IMPLEMENTATION OF STRATEGIES Party on days: 6, 7 and 8.	Lecture and solved problems and cases.	4.00	Comprehension of the notes and resolution of exercises.	4.50
14.	THIRD EXAM OF THIS SUBJECT	Lecture and solved problems and cases.	2.00	Comprehension of the notes and resolution of exercises.	6.50
fifteen.	exam review Completion of classes before Christmas, of this subject.	Completion of classes before Christmas, of this subject.	4.00	Comprehension of the notes and resolution of exercises. You must be examined with your official group. You cannot change groups.	4.50
16. January	TUTORING	TUTORING	2.00	Comprehension of the notes and resolution of exercises.	6.50

dates (Weeks)	Description	Exercise Face-to-face	PHT (2) (Hours)	Self- employment activity	PHTNP (3) (Hours)
17.	<p>evaluation week from January.</p> <p>EXAM 4: 26% (theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED and the practical exercise).</p> <p>PRESENTIAL EXAM: January 20, 2023. At 9 am.</p> <p>It is a voluntary exam only for those students who with the first three grades have already passed the subject. Otherwise, it will be mandatory to take this exam.</p> <p>The final grade is calculated as follows: FINAL NOTE OF THE SUBJECT: EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p> <p>There is no make-up week for failed exams. No additional work can be done in order to pass the subject.</p>	<p>evaluation week from January.</p> <p>There is no make-up week for failed exams. No additional work can be done in order to pass the subject.</p> <p>The only way to pass the subject is by completing at least 3 of the 4 proposed exams and attending class either in person.</p> <p>IMPORTANT!!!! Although if he does 3 exams (it is advisable to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (not the percentages are redistributed depending on the exams that have been presented, you directly lose it). The dates of tests or exams are not postponed.</p> <p>The final grade is calculated as follows: SUBJECT FINAL MARK: EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p>	4.00	Evaluation week of January.	12:00
TOTAL			60		90

There are no extensions in the established deadlines to deliver the activities proposed by the teacher.

Evaluation

Evaluation

- THERE IS NO MAKE-UP WEEK FOR FAILED EXAMS NOR CAN YOU DO AN ADDITIONAL WORK TO BE ABLE TO PASS THE SUBJECT.
- THE ONLY WAY TO PASS THE SUBJECT IS BY DOING 3 or 4 EXAMS AND ATTENDING CLASS.
- **IMPORTANT!!!!**

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Although if he does 3 exams (it is advisable to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (not the percentages are redistributed depending on the exams that have been presented, directly the loser). The dates of tests or exams are not postponed.

The final grade is calculated as follows:

SUBJECT FINAL MARK: EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%

Objectives	Evaluation activities Criteria	% of the final grade for this subject	dates	Observations
Capacity for analysis and synthesis. Being able to work and learn autonomously.	<p>FIRST EXAM OF THIS SUBJECT. Multiple choice exam.</p> <p>Date: November 9, 2022.</p> <p>Hour: each in turn. You can't change shifts. The exams are configured in one hour and a specific classroom for each student. Classrooms: 0.37 FDET and 0.38 FDET</p> <p>NUMBER OF QUESTIONS: 26</p> <p>TIME: 40 MINUTES. You can go forward and backward.</p> <p>EXAM TYPE TEST.</p> <p>THEORETICAL EXAM: 24%.</p> <p>THEMES 1, 2, 3 and 4.</p> <p>CAPPONT CAMPUS: Classrooms with computers that are in the classrooms:0.37 FDET and 0.38 FDET.</p> <ul style="list-style-type: none"> ◦ Morning 1:13 students. Time: 12 hours. Punctuality!!!!!!!!!!!!!! End: 12:40 p.m. Classroom 0.37 FDET. Only classroom computers may be used. Without the notes. No calculator needed. <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember. "user identifier" and "password".</p> <ul style="list-style-type: none"> ◦ Morning 2:38 students. Divided between two classrooms: 0:37 and 0:38. Classroom 0:37: 12:50 hours. from the student Adams Mensimah, Julian to the student Grigorous, Daniela <p>Classroom 0:38: 12:50 hours. from the student Guardia Martí, Pol to the student Vilella Segarra, Nalison.</p> <p>Only classroom computers may be used. Without the notes. No calculator needed.</p> <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember: "user identifier" and "password".</p> <ul style="list-style-type: none"> ◦ Afternoon:41 students. Divided between two classrooms: 0:37 and 0:38. Classroom 0.37. 1:35 p.m. from the student Abella Dalmau, Eric even the student Munoz Faibella, Jonathan <p>Classroom 0.38. 1:35 p.m. from the student Munso Mestre, Merixell to the student Vilalta Gallart, Blanca.</p> <p>Only classroom computers may be used. Without the notes. No calculator needed.</p> <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember. "user identifier" and "password".</p> <p>IGUALADA CAMPUS: 27 students. Classroom: in your regular classroom</p> <p>Bring the computers into the classroom.</p> <p>Date: evaluation week. Date: November 9, 2022.</p> <p>TIME: 40 MINUTES. You can go forward and backward.</p> <p>Time: 12 hours. Punctuality!!!!!!!!!!!!!!</p> <p>End: 12:40 p.m.</p> <p>EXAM TYPE TEST.</p> <p>THEORETICAL EXAM: 24%.</p> <p>THEMES 1, 2, 3 and 4.</p>	<p>evaluation week</p> <p>evaluation week</p> <p>Value: 24% of the final grade for this subject.</p>	<p>DAY: November 9.</p> <p>Classrooms: see the academic calendar.</p>	<p>evaluation week CORRECT QUESTION: POINT.</p> <p>WRONG QUESTION: - 0.25 POINTS.</p> <p>QUESTION NOT ANSWERED: 0 POINTS</p> <p>For each question there is only one correct answer.</p> <p>If the student does not appear for the written test and therefore does not take it, then they will obtain a grade of zero. The percentages are not redistributed based on the exams presented, he directly loses.</p> <p>The dates of the written tests are not postponed.</p> <p>It must be examined in the group where they enrolled. Group change are not allowed.</p> <p>Note: There will be test questions where you will find your answer from the study of the notes and others that will have to be reasoned (understand and reflect on the notes and then make the decision) before marking the correct answer. There will only be one correct answer.</p>

CAPPONT CAMPUS:

Objectives	Evaluation activities	% of the final grade for this subject	DAY November 18: GROUP 1: MORNING 1. Dates	Observations
<p>Capacity for analysis and synthesis.</p> <p>Capacity for criticism and self-criticism.</p> <p>Being able to work and learn autonomously and, simultaneously, interact appropriately with the rest through cooperation and collaboration.</p>	<p align="center">SECOND EXAM OF THIS SUBJECT</p> <p>TO STUDY:</p> <p>A. THE EXERCISES THAT YOU HAVE IN THE NOTES AND THAT WE HAVE BEEN WORKING ON IN CLASS</p> <p>B. PRACTICES, you will find them in RESOURCES inside the folder called: <u>More Exercises and Case cases</u></p> <ul style="list-style-type: none"> • <p>Practice_2_Topic_1_Analysis_of_the_general_environment_PEST_ENUNCIADO.doc</p> <p>Practice_2BIS_CONTINUATION OF PRACTICE 2_THE 5 COMPETITIVE FORCES OF A GOALKEEPER_STATEMENT.doc</p> <p>Practice_3_Topic_1_Internal_Analysis_of_the_Company_NESPRESSO_PRIMERA PARTE_STATEMENT.doc</p> <p>Practice_3BIS_Topic_1_Internal_Analysis_of_the_Company_SECOND_PART_NESPRESSO_STATEMENT.doc</p> <p>EXAMPLE OF EXAM FROM OTHER YEARS:</p> <p>Practice_4_EXAMEN_REACTABLE_DAFO_RECURSOS_CAPACITAT_ENUNCIADO.doc</p>	<p align="center">26%</p>	<p>GROUP 1: MORNING 1. <u>Classroom 0.03 EP2</u> Friday from 11:15 a.m. to 1 p.m.</p> <p>GROUP 2: MORNING 2. 38 students. <u>Classroom 3.10</u> <u>Multipurpose Building 1</u> Friday from 9 a.m. to 10:45 a.m.</p> <p>GROUP 3: AFTERNOON. 41 students. <u>Classroom -1.02 FDET</u> Friday from 3:00 p.m. to 4:45 p.m.</p> <p>IGUALADA CAMPUS: 27 students DAY November 15</p> <p>Tuesday from 3:00 p.m. to 4:45 p.m.</p> <p>In your usual classroom.</p> <p>Type of exam: IT IS PRACTICAL.</p> <p>Topics 1, 2, 3, 4.</p> <p>26% of the final mark.</p> <p>Type of exam: It is not a test type. IT'S PRACTICAL. To be able to answer the questions and reason about them, you must know the notes on topics 1, 2, 3 and 4.</p> <p>No calculator needed.</p> <ul style="list-style-type: none"> • No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam. • Any system of copying or attempted copying will lead to failure of this exam. • You won't be able to consult the notes, or the exercises...nothing. • According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulations of the UdL. <p>If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.</p> <ul style="list-style-type: none"> • The dates of the 	<ul style="list-style-type: none"> • No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam. • Any system of copying or attempted copying will lead to failure of this exam. • You won't be able to consult the notes, or the exercises...nothing. • According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulation of the UdL. <p>If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses.</p> <ul style="list-style-type: none"> • The dates of the

Objectives	Evaluation activities Criteria	% of the final grade for this subject	written tests are not postponed. Dates	written tests are postponed. Observations
			<ul style="list-style-type: none"> No material can be consulted: no notes, no exercises, no program, nothing. It is necessary to return the statement and the solution. You can answer the exam in Catalan or Spanish, whichever you prefer. <p>The final grade is calculated as follows: FINAL NOTE OF THE SUBJECT: EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p> <p>There is no make-up week for failed exams. No additional work can be done in order to pass the subject.</p> <p>The only way to pass the subject is by completing at least 3 of the 4 proposed exams.</p> <p><u>IMPORTANT!!!!</u> Although if he does 3 exams (it is recommended to do all 4 exams) I will give you a final grade for this subject, if a student does not show up for a test and therefore does not take it, then he will get a grade of zero and lose the percentage of that exam (The percentages are not redistributed depending on the exams that have been presented, directly the loser). The dates of tests or exams are not postponed.</p> <p>THIRDEXAM OF THIS SUBJECT</p> <p>TOPICS: 5, 6, 7 and 8. 24 questions</p> <p>GROUP 1: MORNING 1. 13 students. Friday: 11:15 a.m. Morning 1: 13 students. Classroom 0.37 FDET. Only classroom computers may be used. Without the notes. No calculator needed.</p> <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember. "user identifier" and "password".</p> <p>GROUP 2: MORNING 2. 38 students. Friday: 9 hours. Morning 2:38 students. Classroom 0.37: 9 hours. from the student Adams Mensimah, Julian to the student Grigorous, Daniela</p> <p>Classroom 0:37: 9:40 a.m. from the student Guardia Martí, Pol to the student Vilella Segarra, Nalison.</p>	<ul style="list-style-type: none"> You cannot have any material: no notes, no exercises, no program, nothing It is necessary to return the statement and the solution.

STRATEGIC MANAGEMENT 2022-23

Objectives	Evaluation activities Criteria	% of the final grade for this subject	dates	Observations
<p>Capacity for analysis and synthesis.</p> <p>Capacity for criticism and self-criticism.</p> <p>Being able to work and learn autonomously and, simultaneously, interact appropriately with the rest through cooperation and collaboration.</p>	<p>EXAM 3: 24% (theoretical face-to-face test type exam).</p> <p>You must be examined with your official group. You cannot change groups.</p> <p>TOPICS: 5, 6, 7 and 8.</p> <p>24 questions</p> <ul style="list-style-type: none"> ◦ PR 	<p>VALUE: 24% of the final grade for this course.</p>	<p>Only classroom computers may be used. Without the notes. No calculator needed.</p> <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember: "user identifier" and "password".</p> <p>GROUP 3: AFTERNOON. 41 students. Afternoon: 41 students. Classroom 0.37. 15 hours. from the student Abella Dalmau, Eric to the student Mandryk, Nazariy</p> <p>Classroom 0.37. 15. 40 hours. from the student Marco Mallén, Nicolás to the student Vilalta Gallart, Blanca.</p> <p>Only classroom computers may be used. Without the notes. No calculator needed.</p> <p>It is not possible to change the group since the exam is configured for each student at a certain shift and at a fixed time.</p> <p>Remember: "user identifier" and "password".</p> <p>IGUALADA CAMPUS: December 13th. 27 students. Classroom: in your regular classroom</p> <p>Bring the computers into the classroom.</p> <p>Date: December 13th.</p> <p>Time: 15 hours.</p> <p>TIME: 38 MINUTES. You can go forward and backward.</p> <p>EXAM TYPE TEST.</p> <p>THEORETICAL EXAM: 24%.</p> <p>TOPICS: 5, 6, 7 and 8.</p>	<p>If the student does not present, he will obtain a grade of zero.</p> <p>The percentages are not redistributed based on the exams presented, he directly loses.</p> <p>The dates of the written tests are not postponed.</p> <p>It must be examined in the group where they enrolled. Group change are not allowed.</p> <p>Note: There will be test questions where you will find your answer from the study of the notes and others that will have to be reasoned (understand and reflect on the notes and then make the decision) before marking the correct answer. There will only be one correct answer.</p>

Objectives	Evaluation activities		% of the final grade for this subject	dates	Observations
	Criteria				
Capacity for criticism and self-criticism.	EXAM 4: 26% (theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED and the practical exercise).				
	<p>Minimum note: 2 points</p> <p>PRESENTIAL EXAM. No device (mobile phones, digital cameras, video cameras, etc.) can be used during the exam. Any system of copying or attempted copying will lead to failure of this exam. You won't be able to consult the notes, or the exercises...nothing. According to art. 3.1 of the UdL assessment regulations, the student may not use, in any case, during the assessment tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or brings unauthorized electronic devices must abandon the exam or test, being subject to the consequences provided for in these regulations or in any other internal regulations of the UdL. If the student does not show up, the grade will be zero. The percentages are not redistributed based on the exams presented, he directly loses. The dates of the written tests are not postponed. no calculator needed</p>				
Apply instrumental techniques in the analysis and solution of business problems and in decision making.			<p>Minimum note: 2 points</p> <p>EVALUATION WEEK.</p> <p>VALUE: 26%.</p> <p>A single exam where there will be theoretical questions that will not be multiple choice, you will have to tell yourself.</p> <p>Topics to study by theory: 9, 10 and 11.</p> <p>Topics that you must study to do the practical part: 7, 8, 9 and 10.</p>	<p>Minimum note: 2 points</p> <p>PRESENTIAL EXAM: January 20, 2023. At 9 am.</p> <p>It is a voluntary exam only for those students who with the first three grades have already passed the subject. Otherwise, it will be mandatory to take this exam.</p> <p>Minimum mark: 2 points. Students who do not get 2 points out of 10 will see that their grade is a zero and the final grade for this subject will be the one obtained from the first three exams.</p> <p>Topics to study for theory: 9, 10 and 11.</p> <p>Topics that you must study to do the practical part: 7, 8, 9 and 10.</p> <p>CAPPONT CAMPUS: Classroom: -1.02 FDET.</p> <p>IGUALADA CAMPUS: In his usual EXAM classroom.</p>	<p>If the student does not show up, the grade will be zero.</p> <p>The dates of the written tests are not postponed.</p> <p>It must be examined in the group where they enrolled. Group change are not allowed.</p> <p>IMPORTANT!!!! Although if you do 3 exams (it is recommended to do all 4 exams) I will give you a final grade for this subject. If a student does not show up for a test and therefore does not take it, then they will get grade of zero and lose the percentage of that exam.</p> <p>The percentages are not redistributed based on the exams presented, he directly loses.</p>
TOTAL			100%		

(1) Compulsory / Voluntary (2) Individual / Group

- The student who does not show up for any of the activities will have a zero grade for that activity not presented. The weightings will be made on the notes that have been presented by putting a zero in the activity or activities that are not presented.
- Test dates are not postponed. Each test has a day and an hour to complete. The dates of the 4 exams are already known from the first day of class, therefore they cannot be done on another day or at another time.
- The test or activity that is not presented will have a grade of zero.
- There will be no make-ups, no work, no additional exams to recover the suspense of a particular test.
- There is no final exam for the course.
- The student who only takes 2 or less continuous assessment tests will have as a final grade for this subject the grade of NOT PRESENT.
- The student who takes 3 or more tests of continuous evaluation will have the final mark of this subject the one that comes out of the 3 or more tests presented, applying the percentages of each test.

$$EX1 \times 24\% + EX2 \times 26\% + EX3 \times 24\% + EX4 \times 26\%$$

- In order to qualify for honors: all exams, all four, must have a grade of 9 or higher.

When can you request to change the date of an exam?

The Regulations for the evaluation and qualification of teaching in bachelor's and master's degrees at the UdL approved by the Governing Council on February 26, 2014 indicate the following in section 13:

"The student who cannot attend the evaluation tests that are listed and scheduled in the teaching guide of the subject or, where appropriate, on the website of the degree or master's degree-, or in the final tests, for any reason that are set out below will have the right to have the teacher responsible for the subject set a new date so that it can be properly developed:

- Due to illness, which must be duly justified with an official medical certificate.
- By coincidence, on the day and time, with another assessment procedure for any subject of an official bachelor's or master's degree taught at the UdL.
- Due to the death of a direct relative up to the second degree of consanguinity and up to the first degree of affinity, occurring in the seven days prior to the scheduled date for the evaluation test.
- By coincidence with official activities of high-level and high-performance athletes, both national and international.
- By coincidence with meetings of the organscollegiateof university representation (Cloister and Governing Council), for the student who develops student representation tasks, after justifying this fact before the responsible teaching staff.
- Due to absence as a consequence of participating in an official student mobility process.

UNIQUE EVALUATION

In the event that a student proves documents (employment contract and summary of working life issued by the Social Security Treasury) that they are working full-time during the teaching year and therefore cannot meet the established requirements For continuous assessment, you may choose to take a single test to validate skills and knowledge, which will be carried out in the weeks indicated for this purpose in the degree assessment calendar.

You must give me the supporting documents before October 30. You can scan them and send them to me via email.

This test will consist of:

- Carrying out a theoretical _ practical EXAM.
- It will not be test type.

DATE: January 20, 2023. At 9 a.m.

Classroom:

CAPPONT CAMPUS:

Classroom: -1.02 FDET.

IGUALADA CAMPUS:

In his usual EXAM classroom.

Contact the teacher responsible for the subject: blanca.escardibul@udl.cat

Bibliography

Bibliography and resources

[The strategic management of the company: theory and applications/](#) Jose Emilio Navas Lopez, Luis Angel Guerras Martin

Martin Wars, Luis Angel

Book | Civitas | 2007 | 4th ed

[Strategic management: concepts, techniques and applications/](#) Robert M. Grant ; translation: Zulima Fernandez, Jose Daniel Lorenzo Gomez, Jose Ruiz Navarro

[Grant, Robert M.](#)

Book | Thompson | 2006 | 5th ed., 3rd ed. in Civitas

[Cases of strategic management of the company/](#) Luis Ángel Guerras Martín, José Emilio Navas López (editors); Authors: Emilio Álvarez Suescun ... [et al.]

Book | Thomson Civitas | 2014 | 5th ed.

[Strategic management and viability of companies/](#) Jose Antonio Jimenez Quintero

Jimenez Quintero, Jose Antonio

[Strategic Management: Theory and Cases/](#) Arthur A. Thompson, Jr., A. J. Strickland III, John E. Gamble

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Book | McGraw-Hill | 2008 | 15 ed.

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Johnson, Gerry

Book | Prentice Hall | 2006 | 7th ed.

[Strategic management and viability of companies/](#) Jose Antonio Jimenez Quintero

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[Strategic management: strategy development and case analysis/](#) Eduardo Bueno Campos ... [et al.]

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Book | McGraw-Hill | 2006 | 2nd ed.

[Strategic direction: creating competitive advantages/](#) Gregory G. Dess, G. T. Lumpkin ; translation and technical revision coordinator, Olga Rivera Hernández

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Book | McGraw-Hill | 2003

Means

From Library and Documentation you have access to specialized resources on economic issues, both from the Cercatot, and within the Databases section, Economy and business matter. We highlight:

DUNS.Database with information on the main Spanish and Portuguese companies by fans. It contains commercial and financial information on 100,000 Spanish companies and 20,000 Portuguese companies. To access you need to ask us for the passwords.

Ecolit.Bibliographic database made by the American Economic Association, which includes articles from a large number of economics journals, covering both theoretical and applied economics.

EmeraldInsight.Database that includes the references of articles, books and case studies specialized in economics, business, engineering, computer science and social sciences.

Fact.International database produced by Dow Jones that provides economic and financial information.

RePEc.Research Papers in Economics. Initiative made by volunteers who collect the research that is disseminated on economics and related topics to promote academic communication.

The Sales & marketing sourceNOVELTY! Bibliographic reference database that includes the full text of sales and marketing documents.

I knew.Database for the investigation of Spanish and Portuguese companies. To access it you need to identify yourself as belonging to the University of Lleida and detached to pose the personal passwords of the UdL.

You will find these and many more resources within the specialized thematic biblioguide: Business Administration and Management.