



DEGREE CURRICULUM  
**STRATEGIC MANAGEMENT**

Coordination: ESCARDIBUL FERRA, BLANCA

Academic year 2023-24

## 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	3	3	
Coordination	ESCARDIBUL FERRA, BLANCA			
Department	ECONOMICS AND BUSINESS			
Teaching load distribution between lectures and independent student work	(40%) 60 hores presencials (60%) 90 treball autònom			
Important information on data processing	Consult <a href="#">this link</a> 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	<p>You can ask me all the questions you want every week in the same room where the classes take place once they are over.</p> <p>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.</p>

## 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 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, through:

1. the continuous evaluation system
2. the single evaluation.

### **Continuous assessment**

A good way to approach 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 explanations about the theoretical aspects of your academic program with the resolution of practical cases and exercises from the business world. There will not be 100% theoretical classes.

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

### **CAPPONT CAMPUS:**

#### **GROUP 1: MORNING 1**

##### Classroom -1.02 FDET

Wednesdays from 9 a.m. to 10:45 a.m. CLASS ATTENDANCE. NO ROLL CALL.

Friday from 11:10 a.m. to 12:45 p.m. CLASS ATTENDANCE. NO ROLL CALL.

#### **GROUP 2: MORNING 2**

##### Classroom 3.10 Multipurpose Building 1

Wednesdays from 11:10 a.m. to 12:45 p.m. CLASS ATTENDANCE. NO ROLL CALL.

Friday from 9 a.m. to 10:45 a.m. CLASS ATTENDANCE. NO ROLL CALL.

#### **GROUP 3: AFTERNOON.**

##### Classroom -1.02 FDET

Friday from 3:00 p.m. to 4:30 p.m. CLASS ATTENDANCE. NO ROLL CALL.



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Friday from 4:50 p.m. to 6:20 p.m. CLASS ATTENDANCE. NO ROLL CALL.

**YOU CAN ATTEND CLASS WITH THE GROUP THAT CONVENIENTS YOU MOST. You don't need to tell me. Only on the days you have the exams you must attend with your official group. You cannot change groups.**

## **IGUALADA CAMPUS:**

Classroom: pending assignment.

Monday from 3 to 5 p.m. CLASS ATTENDANCE. NO ROLL CALL.

Tuesday from 3 to 5 p.m. CLASS ATTENDANCE. NO ROLL CALL.

- a. You must download the notes that are posted in "resources" where not only are the theoretical concepts of each topic but also the exercises and cases that will be explained and resolved in the face-to-face classes.
- b. In order to give more important weight to the practices, there is a folder in resources called "More\_Exercises\_and\_Practical\_cases" that includes more cases apart from those already included in the points. The objective is for it to be a very practical subject. For the first fifteen days of the course we will only use the notes since they also contain exercises and cases. Later, I will post more exercises. BRING NOTES TO IN-PERSON CLASSES TO BE ABLE TO SOLVE THE EXERCISES.
- c. **The hours you must dedicate to this subject** They are the same as those on your schedule.
- d. Requesting personalized tutoring to resolve 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 for this subject, etc.
- f. Continuous evaluation consists of the student carrying out, **of a minimum of 3 exams out of 4**. If the student does not take an exam and, therefore, does not take it, then he or she will obtain a grade of zero.
- g. If a student takes three exams with their respective weightings and obtains, once the three exams have been completed, a grade of 7, he or she can decide to take or not take the fourth exam. She has no obligation to do so. In her minutes she will have a grade of 7 (notable). If she wanted a better grade she should take the fourth exam. Obviously, the following percentages will be applied to each exam that is presented:

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

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

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

## **Each exam has a specific weight:**

**EXAM 1:** 24% (in-person theoretical multiple choice 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 studying the notes and others where you will have to reason them (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.) may be used during the exam.
- Any copying system or attempted copying will result in failure of this exam.
- You will not be able to consult the notes or the exercises...nothing.
- According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.

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

**Day:** evaluation week. See the exam calendar published on the Degree website.

**Day:** November 8

**Hour:** each in turn. You cannot change shifts. The exams are set at a specific time and classroom for each student. From 12 to 2:30 p.m.

**Classrooms:** 0.37 FDET and 0.38 FDET

**NUMBER OF QUESTIONS:** 26

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

**THEORETICAL EXAM:** 24%.

**TOPICS** 1, 2, 3 and 4.

## **CAPPONT CAMPUS:**

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

**Morning 1:** LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam.

## **Classroom 0.37 FDET.**

Turn 1: Students who have A through G as the first letter of their last name should come.

Time: 12 hours. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.

## **Classroom 0.38 FDET.**

Turn 2: Students who have H to Z as the first letter of their last name should come.

Time: 12 hours. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.

Only classroom computers can be used. Without the notes. You don't need a calculator.

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember. "user ID" and "password".

**Late:** They will all be examined at the same time 12:50 p.m.

## **Classroom 0.37 FDET.**

Turn 1: Students whose first letter of their last name is A through F must come.

Time: 12:50 p.m. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.

## **Classroom 0.38 FDET.**

Turn 2: Students who have G to Z as the first letter of their last name must come.

Time: 12:50 p.m. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.

Only classroom computers can be used. Without the notes. You don't need a calculator.

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember. "user ID" and "password".

**Morning 2:** They will all be examined at the same time 1:40 p.m.

## **Classroom 0.37 FDET.**

### **ONLY TURN:**

A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.

Only classroom computers can be used. Without the notes. You don't need a calculator.

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember. "user ID" and "password".

## **IGUALADA CAMPUS:**

**Classroom:** which appears in the exam calendar.

Bring computers to the classroom.

**Date:** November 8th

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Start of the exam: 12 hours. Completion: 12:45 p.m.

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

TEST TYPE EXAM.

THEORETICAL EXAM: 24%.

TOPICS 1, 2, 3 and 4.

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

**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 within the folder called:More Exercises and Practical cases**

Practice\_1\_Topic\_1\_Corporate\_Competitive\_Strategies\_and\_external\_and\_internal\_analysis\_ENUNCIADO.pdf

Practice\_2\_Topic\_1\_Analysis\_general\_environment\_PEST\_ENUNCIADO.doc

Practice\_2BIS\_CONTINUATION OF PRACTICE 2\_THE 5 COMPETITIVE FORCES OF GOALKEEPER\_STATEMENT.doc

Practice\_3\_Topic\_1\_Internal\_Analysis\_of\_the\_Company\_NESPRESSO\_PRIMERA\_PARTE\_ENUNCIADO.doc

Practice\_3BIS\_Topic\_1\_Internal\_Analysis\_of\_the\_Company\_SEGUNDA\_PART\_NESPRESSO\_ENUNCIADO.doc

**EXAMPLE OF EXAM FROM OTHER**

**YEARS:**Practice\_4\_EXAMEN\_REACTABLE\_SWOT\_RESOURCES\_CAPACITY\_ENUNCIADO.doc

**CAPPONT CAMPUS:**

**DAY November 17:**

**GROUP 1: MORNING 1.**

*Classroom -1.02 FDET*

Friday from 11:15 a.m. to 12:45 p.m.

**GROUP 2: MORNING 2.**

*Classroom 3.10 Multipurpose Building 1*

Friday from 9 a.m. to 10:30 a.m.

**GROUP 3: AFTERNOON.**

*Classroom -1.02 FDET*

Friday from 3:00 p.m. to 4:30 p.m.

**IGUALADA CAMPUS:**

**DAY November 14**

Tuesday from 3 to 4:30 p.m.

In his usual classroom.

**Type of exam: IT IS PRACTICAL.**

**Topics 1, 2, 3, 4.**

26% of the final grade.

Type of exam: It is not a test type. IT IS PRACTICAL. In order to answer the questions and reason them, you must know the notes for topics 1, 2, 3 and 4.

No calculator needed.

- No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam.
- Any copying system or attempted copying will result in failure of this exam.
- You will not be able to consult the notes or the exercises...nothing.
- According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.

- The dates of the written tests are not postponed.
- You cannot consult any material: 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 recovery week for suspended exams. Nor can additional work be done in order to pass the subject.

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

### **IMPORTANT!!!!**

Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam. (The percentages are not redistributed based on the exams that have been taken, he loses directly). Test or exam dates are not postponed.

**EXAM 3:** 24% (in-person theoretical multiple choice exam).

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

**Total questions: 24**

TEST TYPE EXAM.

THEORETICAL EXAM: 24%.

TOPICS: 5, 6, 7 and 8.

It should be examined with your official group. You cannot change groups.

- **CORRECT QUESTION: 1 POINT.**
- **WRONG QUESTION: -0.25 POINTS.**
- **QUESTION NOT ANSWERED: 0 POINTS.**
- **For each question there is only one correct answer. In the 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 studying the notes and others where you will have to reason them (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.) may be used during the exam.
- Any copying system or attempted copying will result in failure of this exam.
- You will not be able to consult the notes or the exercises...nothing.
- According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.

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

Topics 5, 6, 7 and 8.

Total questions: 24

Time to complete the exam: 40 minutes.

**CAPPONT CAMPUS: December 15.**

**GROUP 1: MORNING 1.**

Friday: 11:15 am.

Morning 1:

LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam.

**Classroom 0.37 FDET.**

Turn 1: Students who have A through G as the first letter of their last name should come.

Time: 11:15 am. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.

**Classroom 0.37 FDET.**

Turn 2: Students who have H to Z as the first letter of their last name should come.

Time: 12:00 p.m. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.

Only classroom computers can be used. Without the notes. You don't need a calculator.

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember. "user ID" and "password".

**GROUP 2: MORNING 2.**

Friday: 9 hours.

Morning 2: ONLY TURN.

**Classroom 0.38 FDET.**

9:05 a.m. They will all be examined at the same time, 9:05 a.m.

Exam start time: 9:05 am. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.38 FDET.

Only classroom computers can be used. Without the notes. You don't need a calculator.

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember: "user ID" and "password".

**GROUP 3: AFTERNOON.**

Friday: 3 p.m.

Late: LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam.

**Classroom 0.38 FDET.** 3:05 p.m. You must come to this turn if your last name begins within the range from the letter "A" to "F."

**Classroom 0.38 FDET.** 3:50 p.m. You must come to this turn if your last name begins within the range from the letter "G" to "Z."

You cannot change groups since the exam is set for each student at a specific turn and at a set time.

Remember. "user ID" and "password".

# STRATEGIC MANAGEMENT 2023-24

**IGUALADA CAMPUS:** December 12th.

**Classroom:** in his usual classroom.

Bring computers to the classroom.

**Date:** December 12th.

**Total questions:** 24

**Time:** 15 hours.

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

TEST TYPE EXAM.

THEORETICAL EXAM: 24%.

TOPICS: 5, 6, 7 and 8.

**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 recovery week for suspended exams. Nor can additional work be done in order to pass the subject.**

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

## **IMPORTANT!!!!**

Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam. (The percentages are not redistributed based on the exams that have been taken, he loses directly). Test or exam dates are not postponed.

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

**IN-PERSON EXAM: see 2024 exam calendar**

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

## **IN-PERSON EXAM.**

- No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam.
- Any copying system or attempted copying will result in failure of this exam.
- You will not be able to consult the notes or the exercises...nothing.
- According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.
- The dates of the written tests are not postponed.
- You cannot consult any material: no notes, no exercises, no program, nothing.
- It is necessary to return the statement and the solution.
- You can answer questions in both Catalan and Spanish.

**EVALUATION WEEK. In-person exam.**

**VALUE: 26%.**

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

# STRATEGIC MANAGEMENT 2023-24

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

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

**CAPPONT CAMPUS:**

Day, time and classroom stipulated in the exam calendar.

**JANUARY 19 AT 9 AM**

**IGUALADA CAMPUS:**

Day, time and classroom stipulated in the exam calendar.

**JANUARY 19 AT 9 AM**

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 recovery week for suspended exams. Nor can additional work be done in order to pass the subject.

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

**IMPORTANT!!!!**

Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam. (The percentages are not redistributed based on the exams that have been taken, he loses directly). Test or exam dates are not postponed.

The final grade is calculated as follows:

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

**Summary table on the four exams:**

EXAM	PERCENTAGE	DAY, TIME AND CLASSROOMS	TOPICS
First: 100% theoretical test exam.  There will be direct questions from the notes and others that you will have to reason with 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.	24%	<b><u>CAPPONT CAMPUS:</u></b> Day: November 8th  <b>Classrooms:</b> 0.37 FDET and 0.38 FDET. Time and classrooms: it will depend on each student's shift.  <b><u>IGUALADA CAMPUS:</u></b> Day: November 8th  Classroom: the one stated in the exam calendar.	1, 2, 3 and 4
Second: 100% practical exam, but you must know the theory to reason the answer	26%	<b><u>CAPPONT CAMPUS:</u></b> DAY November 17 <b><u>IGUALADA CAMPUS:</u></b> DAY November 14	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 reason with 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><b>CAPPONT CAMPUS:</b> DAY December 15 <b>Classrooms:</b>0.37 FDET and 0.38 FDET. Time and classrooms: it will depend on each student's shift.</p> <p><b>IGUALADA CAMPUS:</b> DAY December 12</p>	5, 6, 7 and 8.
<p>Room:theoretical and practical. It is a voluntary exam only for those students who, with the first three grades, applying their respective weightings, have already passed the subject. Otherwise, taking this exam will be mandatory.</p>	26%	<p>Theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED AND YOU MUST ALSO DO AN EXERCISE. <b>CAPPONT CAMPUS:</b> Day, time and classroom stipulated in the exam calendar. <b>01/19/2024 AT 9 AM</b> <b>IGUALADA CAMPUS:</b> Day, time and classroom stipulated in the exam calendar. <b>01/19/2024 AT 9 AM</b></p>	<p>Topics to study for the completion of the theoretical part theory: 9, 10 and 11.</p> <p>Topics that you must study to carry out the practical part: 7, 8, 9 and 10.</p>

## Single or alternative evaluation

Assumptions, approved by the Undergraduate Studies Commission on March 28, 2018, for which students can request the alternative evaluation:

- o labor
- o mobility
- o family conciliation
- o second or subsequent registration of the subject
- o others that the teaching staff of the subject consider appropriate and that may interfere with the correct follow-up of the studies by the student

The essential requirement is that the student submits the request to the teacher responsible for the subject and it is accepted within the period provided for in the Teaching Guide (approximate period of one month from the start of classes).

This request is published on the Faculty website, in the Secretariat section, Administrative documents

subsection: <https://www.fdet.udl.cat/export/sites/Fdet/ca/galleries/Documents/Secretaria-documents/Solicitud-davaluacio-alternativa.pdf>

You must send the documentation via email before October 30.

## This test will consist of:

- o Carrying out A theoretical \_ practical EXAM.
- o It will not be test type.

Day, time and classroom stipulated in the exam calendar.

Contact the teacher responsible for the subject: [blanca.escardibul@udl.cat](mailto:blanca.escardibul@udl.cat)

## Development plan

### Development plan

Dates (Weeks)	Description	Activity In person	HTP (2) (Hours)	Self-employment activity	HTNP (3) (Hours)
1 SEPTEMBER	<p><b>Week of September 12.</b> <b>First day of IGUALADA class:</b> <b>September 12</b></p> <p><b>First day of CAPPONT class:</b> <b>September 13</b> Presentation of the subject and we begin topic 1.</p> <p>Topic 1. THE NATURE OF THE STRATEGY</p>	Master lesson and solved problems and cases.	2.00	Read the guide for this subject	2.50
2.	Topic 1. THE NATURE OF THE STRATEGY	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50



# STRATEGIC MANAGEMENT 2023-24

Dates (Weeks)	Description	Activity In person	HTP (2) (Hours)	Self- employment activity	HTNP (3) (Hours)
3.	Topic 1. THE NATURE OF THE STRATEGY <b>29. Local festival of the City of Lleida and Institutional Festival of the University of Lleida.</b>	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
4. <b>OCTOBER</b>	Topic 1. THE NATURE OF THE STRATEGY Topic 2. STRATEGY AND COMPETITIVE ADVANTAGE	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
5.	Topic 2. STRATEGY AND COMPETITIVE ADVANTAGE Topic 3. THE COMPETITIVE ADVANTAGE IN COSTS. <b>Wednesday, October 12. National holiday of Spain.</b>	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
6.	Topic 3. THE COMPETITIVE ADVANTAGE IN COSTS Topic 4. THE COMPETITIVE ADVANTAGE IN PRODUCT DIFFERENTIATION	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
7.	Topic 4. THE COMPETITIVE ADVANTAGE IN PRODUCT DIFFERENTIATION Topic 5. THE EXPANSION OF GOALKEEPER STRATEGIES: THE STRATEGIC CLOCK Topic 6. STRATEGIES FROM THE CHARACTERISTICS OF THE INDUSTRY.	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
8. <b>NOVEMBER</b>	Topic 6. STRATEGIES FROM THE CHARACTERISTICS OF THE INDUSTRY. <b>November 1: All Saints.</b>	Master lesson and solved problems and cases	4.00		4.50
9.	<b>Evaluation week</b> <b>PRFIRST EXAM OF THIS SUBJECT.</b>	<b>Evaluation week</b>  <b>Value: 24% of the final grade for this subject.</b>	2.00	<b>Evaluation week</b> <b>It should be examined with your official group. You cannot change groups.</b>	6.50
10.	<b>SECONDEXAM OF THIS SUBJECT</b>	<b>SECONDEXAM OF THIS SUBJECT</b> <b>Value: 26% Exams. Class schedule.</b>	4.00	<b>It should be examined with your official group. You cannot change groups.</b>	6.50
eleven.	Topic 7. DEVELOPMENT DIRECTION: THE FIELD OF ACTIVITY AND EXPANSION.	Master lesson and solved problems and cases	4.00		4.50
12. <b>DECEMBER</b>	Topic 9. DEVELOPMENT METHODS: INTERNAL AND EXTERNAL Topic 10. DEVELOPMENT METHODS: BUSINESS COOPERATION	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
13.	Topic 11. EVALUATION AND IMPLEMENTATION OF STRATEGIES <b>Party on days: 6, 7 and 8.</b>	Master lesson and solved problems and cases.	4.00	Understanding the notes and solving exercises.	4.50
14.	<b>THIRDEXAM OF THIS SUBJECT</b>	Master lesson and solved problems and cases.	2.00	Understanding the notes and solving exercises.	6.50

# STRATEGIC MANAGEMENT 2023-24

Dates (Weeks)	Description	Activity In person	HTP (2) (Hours)	Self- employment activity	HTNP (3) (Hours)
fifteen.	Exam review End of classes before Christmas, for this subject.	End of classes before Christmas, for this subject.	4.00	Understanding the notes and solving exercises. <b>It should be examined with your official group. You cannot change groups.</b>	4.50
16. January	TUTORING	TUTORING	2.00	Understanding the notes and solving exercises.	6.50
17.	<p>Evaluation week from January.</p> <p><b>EXAM 4:</b> 26% (theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED and the practical exercise).</p> <p><b>IN-PERSON EXAM:</b> Day, time and classroom stipulated in the exam calendar</p> <p><b>It is a voluntary exam only for those students who have already passed the subject with the first three grades. Otherwise, taking this exam will be mandatory.</b></p> <p><b>The final grade is calculated as follows:</b> <b>FINAL NOTE OF THE SUBJECT:</b> EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p> <p><b>There is no recovery week for suspended exams. Nor can additional work be done in order to pass the subject.</b></p>	<p>Evaluation week from January.</p> <p><b>There is no recovery week for suspended exams. Nor can additional work be done in order to pass the subject.</b></p> <p><b>The only way to pass the subject is by carrying out at least 3 of the 4 proposed exams and attending class either in person.</b></p> <p><b>IMPORTANT!!!!</b> Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam (not The percentages are redistributed based on the exams you have taken, you lose it directly). Test or exam dates are not postponed.</p> <p><b>The final grade is calculated as follows:</b> <b>FINAL GRADE OF THE SUBJECT:</b> EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p>	4.00	January evaluation week.	12:00
<b>TOTAL</b>			<b>60</b>		<b>90</b>

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

## Evaluation

### Assessment

# STRATEGIC MANAGEMENT 2023-24

- **THERE IS NO RECOVERY WEEK FOR SUSPENDED EXAMS NOR CAN ADDITIONAL WORK BE DONE IN ORDER TO PASS THE SUBJECT.**
- **THE ONLY WAY TO PASS THE SUBJECT IS BY TAKING 3 or 4 EXAMS AND ATTENDING CLASS.**
- **IMPORTANT!!!!**

Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam (not The percentages are redistributed based on the exams that have been taken, he loses directly). Test or exam dates are not postponed.

The final grade is calculated as follows:

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

Goals	Evaluation activities Criteria	% of the final grade for this subject	Dates	Observations
	<p><b>CAPPONT CAMPUS:</b>  <b>Classrooms with computers in the classrooms 0.37 FDET and 0.38 FDET.</b>  <b>Morning 1:</b> LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam.</p> <p><b>Classroom 0.37 FDET.</b>  <u>Turn 1:</u> Students who have A through G as the first letter of their last name should come.            Time: 12 hours. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.</p> <p><b>Classroom 0.38 FDET.</b>  <u>Turn 2:</u> Students who have H to Z as the first letter of their last name should come.            Time: 12 hours. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.</p> <p>Only classroom computers can be used. Without the notes. You don't need a calculator.</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time.</p> <p>Remember. "user ID" and "password".</p> <p><b>Late:</b> They will all be examined at the same time 12:50 p.m.  <b>Classroom 0.37 FDET.</b>  <u>Turn 1:</u> Students whose first letter of their last name is A through F must come.            Time: 12:50 p.m. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.</p> <p><b>Classroom 0.38 FDET.</b>  <u>Turn 2:</u> Students who have G to Z as the first letter of their last name must come.            Time: 12:50 p.m. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.</p>			<p><b>Evaluation week</b>  <b>CORRECT QUESTION POINT.</b></p> <p><b>WRONG QUESTION: - 0.25 POINTS.</b></p> <p><b>QUESTION NOT ANSWERED: 0 POINT</b></p> <p><b>For each question the is only one correct answer.</b></p> <p>If the student does not take the written test and therefore does not take it, he or she will obtain a grade of zero.            The percentages are redistributed based on exams presented, he loses directly.</p> <p>The dates of the written tests are not postponed</p> <p><b>It must be examined in the group where they were enrolled. Group changes are not allowed</b></p> <p><b>Note:</b> There will be tests questions where you must find your answer from studying the notes and then others where you will have to reason them (understand and reflect on the notes and then make the decision) before marking the correct answer.  <b>There will only be one correct answer.</b></p>
Capacity for analysis and synthesis.	<p>Only classroom computers can be used. Without the notes. You don't need a calculator.</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time.</p>	<b>Evaluation week</b>	<b>DAY: NOVEMBER 8</b>	
Be able to work and learn autonomously.	<p>Remember. "user ID" and "password".</p> <p><b>Morning 2:</b> They will all be examined at the same time 1:40 p.m.  <b>Classroom 0.37 FDET.</b>  <b>ONLY TURN:</b>            A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.</p> <p>Only classroom computers can be used. Without the notes. You don't need a calculator.</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time.</p> <p>Remember. "user ID" and "password".</p>	<b>Value: 24% of the final grade for this subject.</b>		
	<p><b>IGUALADA CAMPUS:</b>  <b>Classroom:</b> which appears in the exam calendar.</p> <p>Bring computers to the classroom.</p> <p><b>Date:</b> November 8th</p> <p>Start of the exam: 12 hours. Completion: 12:45 p.m.</p> <p><b>TIME: 40 MINUTES. You can go forward and backward.</b></p> <p>TEST TYPE EXAM.</p> <p>THEORETICAL EXAM: 24%.</p> <p>TOPICS 1, 2, 3 and 4.</p>			
				<p><b>CAPPONT CAMPUS:</b>  <b>DAY November 17:</b></p>

Goals	Evaluation activities Criteria	% of the final grade for this subject	GROUP 1: MORNING 1. <i>Classroom 1.02 FDET</i> Friday from 11:15 a.m. to 12:45 p.m.  GROUP 2: MORNING 2. <i>Classroom 3.10</i> <i>Multipurpose Building 1</i> Friday from 9 a.m. to 10:30 a.m.  GROUP 3: AFTERNOON. <i>Classroom - 1.02 FDET</i> Friday from 3:00 p.m. to 4:30 p.m.  <b>IGUALADA CAMPUS:</b> <b>DAY November 14</b>  Tuesday from 2 to 4:30 p.m.  In his usual classroom.  <b>Type of exam: IT IS PRACTICAL.</b>  <b>Topics 1, 2, 3, 4.</b>  <b>26% of the final grade.</b>  <b>No calculator needed.</b>  <ul style="list-style-type: none"> <li>No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam.</li> <li>Any copying system or attempted copying will result in failure of this exam.</li> <li>You will not be able to consult the notes or the exercises...nothing.</li> <li>According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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.</li> </ul>	Observations
Capacity for analysis and synthesis.	<p><b>SECONDEXAM OF THIS SUBJECT</b></p> <p><b>STUDY:</b></p> <p>A. <b>THE EXERCISES THAT YOU HAVE IN THE NOTES AND THAT WE HAVE BEEN WORKING ON IN CLASS</b></p> <p>B. <b>PRACTICES, you will find them in RESOURCES within the folder called:More Exercises and Practical cases</b></p> <ul style="list-style-type: none"> <li>Practice_2_Topic_1_Analysis_general_environment_PEST_ENUNCIADO.doc</li> <li>Practice_2BIS_CONTINUATION OF PRACTICE 2_THE 5 COMPETITIVE FORCES OF GOALKEEPER_STATEMENT.doc</li> <li>Practice_3_Topic_1_Internal_Analysis_of_the_Company_NESPRESSO_PRIMERA_PARTE_ENUNCIADO.doc</li> <li>Practice_3BIS_Topic_1_Internal_Analysis_of_the_Company_SEGUNDA_PART_NESPRESSO_ENUNCIADO.doc</li> </ul> <p><b>EXAMPLE OF EXAM FROM OTHER YEARS:</b>Practice_4_EXAMEN_REACTABLE_SWOT_RESOURCES_CAPACITY_ENUNCIADO.doc</p>	26%	<ul style="list-style-type: none"> <li>No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam.</li> <li>Any copying system or attempted copying will result in failure of this exam.</li> <li>You will not be able to consult the notes or the exercises...nothing.</li> <li>According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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.</li> </ul>	<ul style="list-style-type: none"> <li>No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam.</li> <li>Any copying system or attempted copying will result in failure of this exam.</li> <li>You will not be able to consult the notes or the exercises...nothing.</li> <li>According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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.</li> </ul>
Capacity for criticism and self-criticism.			<ul style="list-style-type: none"> <li>The dates of the written tests are not postponed.</li> <li>You cannot consult any material: no notes, no exercises, no program, nothing.</li> <li>It is necessary to return the statement and the solution.</li> <li>You can answer</li> </ul>	<ul style="list-style-type: none"> <li>The dates of the written tests are postponed.</li> <li>You cannot have any material: no notes, no exercises, no program, nothing.</li> <li>It is necessary to</li> </ul>
Being able to work and learn autonomously and, simultaneously, interact appropriately with others through cooperation and collaboration.			<ul style="list-style-type: none"> <li>The student does not show up, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.</li> </ul>	<ul style="list-style-type: none"> <li>If the student does not show up, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly.</li> </ul>

Goals	Evaluation activities Criteria	% of the final grade for this subject	the exam in Catalan or Spanish, whichever you prefer. Dates	return the assignment and solution. Observations
			<p>The final grade is calculated as follows:  <b>FINAL NOTE OF THE SUBJECT:</b> EX1 x 24% + EX2 x 26% + EX3 x 24% + EX4 x 26%</p> <p><b>There is no recovery week for suspended exams. Nor can additional work be done in order to pass the subject.</b></p> <p><b>The only way to pass the subject is by taking at least 3 of the 4 proposed exams.</b></p> <p><b>IMPORTANT!!!!</b>            Although if you take 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 take a test and therefore does not take it, then they will obtain a grade of zero and will lose the percentage of that exam. (The percentages are not redistributed based on the exams that have been taken, he loses directly). Test or exam dates are not postponed.</p> <p><b>THIRDEXAM OF THIS SUBJECT</b>  <b>CAPPONT CAMPUS:</b>  <b>December 15.</b></p> <p><b>GROUP 1: MORNING 1.</b>            Friday: 11:15 am.            Morning 1:            LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam.</p> <p><b>Classroom 0.37 FDET.</b>  <u>Turn 1:</u> Students who have A through G as the first letter of their last name should come.            Time: 11:15 am. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams must be taken with the computer in the classroom 0.37 FDET.</p> <p><b>Classroom 0.37 FDET.</b>  <u>Turn 2:</u> <del>Mus</del> Students who have H to Z as the first letter of their last name come.            Time: 12:00 p.m. A lot of punctuality. Come 5 minutes early to open computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.37 FDET.</p> <p>Only classroom computers can be used. Without the notes. You don't need a calculator.</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time.</p> <p>Remember. "user ID" and</p>	

# STRATEGIC MANAGEMENT 2023-24

Goals	Evaluation activities Criteria	% of the final grade for this subject	Dates "password".	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 others through cooperation and collaboration.</p>	<p><b>EXAM 3:</b>24% (in-person theoretical multiple choice exam).</p> <p><b>It should be examined with your official group. You cannot change groups.</b></p> <p>TOPICS: 5, 6, 7 and 8.</p> <p><b>24 questions</b></p> <ul style="list-style-type: none"> <li>◦ PR</li> </ul>	<p><b>VALUE:</b> <b>24% of the final grade for this subject.</b></p>	<p><b>GROUP 2: MORNING 2.</b> Friday: 9 hours. Morning 2: ONLY TURN. <b>Classroom 0.38 FDET.</b> 9:05 a.m. They will all be examined at the same time, 9:05 a.m. Exam start time: 9:05 am. A lot of punctuality. Come 5 minutes early to open the computers and make sure everything is working properly. The exams will be carried out with the existing computers in the classroom 0.38 FDET.</p> <p>Only classroom computers can be used. Without the notes. You don't need a calculator.</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time.</p> <p>Remember: "user ID" and "password".</p> <p><b>GROUP 3: AFTERNOON.</b> Friday: 3 p.m. Late: LOOK AT WHICH LETTER YOUR LAST NAME BEGINS to know which turn you should take the exam. <b>Classroom 0.38 FDET.</b>3:05 p.m. You must come to this turn if your last name begins within the range from the letter "A" to "F."</p> <p><b>Classroom 0.38 FDET.</b>3:50 p.m. You must come to this turn if your last name begins within the range from the letter "G" to "Z."</p> <p>You cannot change groups since the exam is set for each student at a specific turn and at a set time. Remember. "user ID" and "password".</p> <p><b>IGUALADA CAMPUS:</b> <b>December 12th.</b> <b>Classroom:</b> in his usual classroom.</p> <p>Bring computers to the classroom.</p> <p><b>Date:</b> December 12th.</p> <p><b>Total questions: 24</b></p> <p><b>Time: 15 hours.</b></p> <p><b>TIME: 40 MINUTES. You can go forward and backward.</b></p> <p>TEST TYPE EXAM.</p> <p>THEORETICAL EXAM: 24%.</p> <p>TOPICS: 5, 6, 7 and 8.</p>	<p>If the student does not present it, he or she will receive a grade of zero</p> <p>The percentages are redistributed based on exams presented, he loses directly.</p> <p>The dates of the written tests are not postponed</p> <p><b>It must be examined in the group where they were enrolled. Group changes are not allowed.</b> <b>Note:</b> There will be tests questions where you find your answer from studying the notes and others where you will have to reason them (understand and reflect on the notes and then make the decision) before marking the correct answer. <b>There will only be one correct answer.</b></p>

# STRATEGIC MANAGEMENT 2023-24

Goals	Evaluation activities Criteria	% of the final grade for this subject	Dates	Observations
Capacity for criticism and self-criticism. Apply instrumental techniques in the analysis and solution of business problems and in decision making.	<p><b>EXAM 4:</b> 26% (theoretical exam IS NOT A TEST TYPE, IT MUST BE EXPLAINED and the practical exercise).</p> <p><b>IN-PERSON EXAM.</b> No device (mobile phones, digital cameras, video cameras, etc.) may be used during the exam. Any copying system or attempted copying will result in failure of this exam. You will not be able to consult the notes or the exercises...nothing. According to art. 3.1 of the UdL evaluation regulations, the student cannot use, in any case, during the evaluation tests, unauthorized means or fraudulent mechanisms. The student who uses any fraudulent means related to the test and/or carries electronic devices that are not permitted 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, he or she will receive a grade of zero. The percentages are not redistributed based on the exams presented, he loses directly. The dates of the written tests are not postponed. No calculator needed</p>	<p><b>EVALUATION WEEK.</b></p> <p><b>VALUE: 26%.</b></p> <p><b>A single exam where there will be theoretical questions that will not be multiple choice, you will have to tell yourself.</b></p> <p><b>Topics to study to carry out the theory: 9, 10 and 11.</b></p> <p><b>Topics that you must study to carry out the practical part: 7, 8, 9 and 10.</b></p>	<p><b>IN-PERSON EXAM: JANUARY 19, 2024</b></p> <p><b>It is a voluntary exam only for those students who have already passed the subject with the first three grades. Otherwise, taking this exam will be mandatory.</b></p> <p><b>Topics to study for theory: 9, 10 and 11.</b></p> <p><b>Topics that you must study to carry out the practical part: 7, 8, 9 and 10.</b></p>	<p>If the student does not show up, he or she will receive a grade of zero</p> <p>The dates of the written tests are not postponed</p> <p><b>It must be examined in the group where they were enrolled. Group changes are not allowed</b></p> <p><b>IMPORTANT!!!!</b> Although if you take 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 take a test and therefore does not take then they will obtain a grade of zero and will lose the percentage of that exam.</p> <p>The percentages are not redistributed based on exams presented, he loses directly.</p>
<b>TOTAL</b>		<b>100%</b>		

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

- The student who does not attend any of the activities will have a grade of zero for that activity not presented. Weightings will be made on the grades that have been presented, giving a zero in the activity or activities that are not presented.
- Test dates are not postponed. Each test has a day and time to complete. The dates of the 4 exams are already known from the first day of class, therefore they cannot be taken on another day or time.
- The test or activity that is not presented will have a grade of zero.
- There will be no make-ups, no assignments, or additional exams to recover the failure of a specific test.
- There is no final exam for the subject.
- The student who only completes 2 or fewer continuous assessment tests will have the final grade for this subject as NOT PRESENTED.
- The student who takes 3 or more continuous assessment tests will have the final grade for this subject as the result of the 3 or more tests presented, applying the percentages of each test.

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

- To be eligible for the honors qualification: all four exams 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 the degrees and masters of the UdL approved by the Governing Council on February 26, 2014 are indicated in section 13 as follows:

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

- Due to illness, which must be duly justified with an official medical certificate.
- By coincidence, on a day and time, with another evaluation procedure for a subject of an official degree 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 date scheduled for carrying out 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 bodies: university representation colleges (Cloister and Governing Council), for the student who carries out student representation tasks, after justifying this fact to the responsible teaching staff.
- Due to absence as a consequence of participation in any official student mobility process.

## SINGLE EVALUATION

Assumptions, approved by the Undergraduate Studies Commission on March 28, 2018, for which students can request the alternative evaluation:

- labor
- mobility
- family conciliation
- second or subsequent registration of the subject
- others that the teaching staff of the subject consider appropriate and that may interfere with the correct follow-up of the studies by the student

The essential requirement is that the student submits the request to the teacher responsible for the subject and it is accepted within the period provided for in the Teaching Guide (approximate period of one month from the start of classes).

This request is published on the Faculty website, in the Secretariat section, Administrative documents subsection: <https://www.fdet.udl.cat/export/sites/Fdet/ca/galleries/Documents/Secretaria-documents/Solicitud-davaluacio-alternativa.pdf>

The supporting documents must be delivered to me 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 19, 2024.

**Classroom:** see academic calendar

**Contact the teacher responsible for the subject:** [blanca.escardibul@udl.cat](mailto:blanca.escardibul@udl.cat)

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### **Bibliography and resources**

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### **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 source** NOVELTY! 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.