



Universitat de Lleida

DEGREE CURRICULUM **STRATEGIC DIRECTION**

Coordination: VINTRO SANCHEZ, CARLA

Academic year 2019-20

Subject's general information

Subject name	STRATEGIC DIRECTION			
Code	102404			
Semester	2nd Q(SEMESTER) CONTINUED EVALUATION			
Typology	Degree	Course	Character	Modality
	Bachelor's degree in Industrial Organization and Logistics Engineering	3	COMPULSORY	Attendance-based
Course number of credits (ECTS)	6			
Type of activity, credits, and groups	Activity type	PRAULA		TEORIA
	Number of credits	3		3
	Number of groups	1		1
Coordination	VINTRO SANCHEZ, CARLA			
Department	BUSINESS ADMINISTRATION			
Teaching load distribution between lectures and independent student work	Classroom hours: 60 hours Autonomous work: 90 hours			
Important information on data processing	Consult this link for more information.			
Language	Catalan / Spanish			
Distribution of credits	Theoretical: 3 ECTS Room practices: 3 ECTS			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
VINTRO SANCHEZ, CARLA	carla.vintro@udl.cat	6	

Subject's extra information

Subject that is studied in the 2nd semester of the 3rd year of the Degree in Industrial and Logistics Organization. It corresponds to the Subject "Business Management" within the Module "Specific Technology Training: Industrial and Logistics Organization".

Subject that requires continuous work throughout the semester in order to achieve the stated goals. Critical thinking and abstract reasoning abilities are required.

It is recommended to frequently visit the Virtual Campus space associated with the subject as all the corresponding information is announced.

Learning objectives

The aim of this subject is to introduce students to the field of study of Strategic Direction, offering a general vision of the company from the perspective of top management. The main purpose of Strategic Direction is to help organizations and their managers to develop and implement strategies that allow the organization to position itself in the market and obtain economic, social and environmental benefits.

Learning outcomes:

- Acquire knowledge about the most important models of strategic analysis, their uses and their limitations.
- Know the main interrelations between the different disciplines of management from a global perspective.
- Have a critical and reflective vision on the concepts of management and business management.
- Know about strategies for business expansion and diversification

Competences

B02: That students know how to apply their knowledge to their work or vocation in a professional manner and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.

B04: That students can transmit information, ideas, problems and solutions to a specialized and non-specialized public.

CG9: To organize and plan in the field of the company, and other institutions and organizations.

CE20: To have applied knowledge of basics and principles of strategic planning.

Subject contents

Topic 1: Introduction to Strategic Direction

- The concept of Strategy

- Corporate strategy
- Competitive strategy
- Functional strategy
- Strategic Direction in companies: strategic analysis, strategy formulation, implementation and monitoring

Topic 2: Strategic analysis. Stakeholders satisfaction

- Strategic definition of the business model: mission and vision
- Stakeholders. Their role in relation to the business model
- Value creation

Topic 3: Strategic analysis. External analysis

- General environment:
 - Diagnosis of the existent level of uncertainty
 - PESTEL analysis
 - Analysis of the determinants of the national competitive advantages
 - Definition of the strategic profile of the environment
- Specific environment:
 - Porter 5 forces analysis
 - Criteria for the delimitation of the specific environment
 - Structure of the industry
 - Current competitors analysis
 - Potential competitors analysis
 - Substitute product analysis
 - Bargaining power of buyers
 - Bargaining power of suppliers
 - Evolution of the industry

Topic 4: Strategic analysis. Internal analysis

- Strengths and weaknesses analysis. Force field analysis
- The identity of the company
- The strategic profile of the organization
- The value chain: Porter's value chain
- Resources and capabilities analysis: identification and management
- SWOT analysis

Topic 5: Competitive strategy

- Life-cycle and competitive strategies
- Types of competitive advantage: cost, product,
- Bowman's strategic clock: low price strategies, differentiation strategies, product pricing strategies, differentiation strategies, quality-price strategies, strategies for dealing with failure
- Business management of the 21st century: artificial intelligence, industry 4.0, internet of things, collaborative economy

Topic 6: Strategic analysis. Definition of goals and values

- The different goals of organizations
- Stakeholders' Needs Satisfaction
- Corporate values. Code of conduct
- Corporate Social Responsibility

Topic 7: Strategic development directions

- Market penetration
- Expansion
 - Development of products
 - Development of markets

- Diversification
 - Related diversification and unrelated diversification
 - The "Boston Consulting group's product portfolio matrix" and the "GE McKinsey nine-box matrix"
- Mergers and acquisitions
 - Vertical integration
 - Entrance to new markets: existent industry and new industry
 - Restructuring of the business portfolio
- Cooperation and alliances
- Blue ocean strategy. Case study "Cirque du Soleil"

Topic 8: International strategy

- Internationalization and global competition factors
- Multinational companies
- International strategies: global, transnational, multidomestic, operating in the same sector, to enter a new foreign market

Topic 9: Strategic direction in small and medium companies and strategy for entrepreneurs

- Success strategies in small and medium companies
- Strategies for new entrepreneurs. The business plan

Methodology

The course will be taught with a combination of master lessons and practical activities that will involve lectures and article analyses, case study analyses, self-analysis techniques and group dynamics.

The usual format of the sessions will consist of a first part of explanation of the main concepts, and then a practical classroom-guided activity that will allow students to internalize and consolidate the concepts discussed in the session.

Most activities will be developed in work teams, and in some sessions group dynamics will be made. If possible, external visits and / or seminars will also be performed.

The time distribution of dedications will be:

Activity	Classroom activity		Homework activity		Total time
	Goals	Hours	Student work	Hours	Hours/ECTS
Master class	Explanation of concepts	30	Study: know, understand and synthesize knowledge	45	75
Problems and case studies	Case study analyses, article analyses, group dynamics, ...	30	Solve study cases	45	75
Totals		60		90	150

Development plan

Week 1: Introduction to Strategic Direction

Introduction to the subject. The concept of Strategy. Types of strategies. Strategic Direction in companies: steps.

Week 2: Strategic analysis. Stakeholders satisfaction

The business model. Mission and vision. Activity: Case study analysis. Stakeholders. Their role in relation to the business model. Activity.

Week 3: Strategic analysis. Stakeholders satisfaction

Stakeholders. Their role in relation to the business model. Activity.

Week 4: Strategic analysis. External analysis (cont.)

General environment. Activity: PESTEL analysis. Criteria for the delimitation of the specific environment. Activity. Environment Map

Week 5: Strategic analysis. Internal analysis

Strengths and weaknesses analysis. Activity: Group dynamics

Week 6: Strategic analysis. Internal analysis (cont.)

SWOT analysis. Activity

Competitive strategy:

From SWOT to CAME. Life-cycle and competitive strategies. Types of competitive advantage. Bowman's strategic clock. Activities.

Week 7: Strategic analysis. Definition of goals and values

The different goals of organizations. Stakeholders' Needs Satisfaction. OGSM method. Hoshin Kanri X Matrix.

Week 8: Strategic analysis. Definition of goals and values (cont.)

Hoshin Kanri X Matrix

Week 9: Exam 1

Week 10: Strategic analysis. Definition of goals and values (cont.)

Corporate values. Code of conduct. Corporate Social Responsibility. Research activity.

Week 11: Strategic analysis. Definition of goals and values (cont.)

Corporate values. Code of conduct. Corporate Social Responsibility. Research activity.

Week 12: Strategic development directions

Market penetration. Expansion. Diversification. Mergers and acquisitions. Cooperation and alliances. Activities.

Week 13: Strategic development directions (cont.)

Market penetration. Expansion. Diversification. Mergers and acquisitions. Cooperation and alliances. Activities.

Week 14: International strategy and strategic direction in small and medium companies and strategy for entrepreneurs

Internationalization and global competition factors. Multinational companies. International strategies. Activity: Case study analysis. Success strategies in small and medium companies. Activity: Case study analysis.

Week 15: Tutoring

Week 16: Exam 2

Evaluation

Exam 1: 30%

Exam 2: 30%

Portfolio: 20%

Course project: 20%

Portfolio is a form of evaluation that allows monitoring of the learning process and that allows continuous improvement throughout the process. It is a collection of all activities that demonstrate the knowledge and skills acquired. Portfolio activities will be held mostly in the classroom. You need to take care of spelling, syntax and presentation in general, always indicating the bibliography.

The course project will be done outside the classroom, although some follow-up session is planned. You need to take care of spelling, syntax and presentation in general, always indicating the bibliography.

Bibliography

Johnson, G. i Scholes, K. (2000). **Dirección estratégica**. Pearson-Prentice Hall.

Iborra, M. et al. (2007). **Fundamentos de Dirección de empresas: conceptos y habilidades directivas**. Ed. Thomson.

Adaptations to the contents due to COVID-19

They are not modified

Adaptations to the methodology due to COVID-19

The contents of the course will be presented mainly through training capsule type videos. Complementary readings will also be provided and the e-mail, chat room and video conferencing tools will be used to ensure student interaction and to provide mentoring and / or follow-up sessions.

Adaptations to the development plan due to COVID-19

It is not modified

Adaptations to the evaluation due to COVID-19

Mid-term exams are replaced by individual assessment activities that demonstrate the knowledge and skills acquired.