



Universitat de Lleida

# DEGREE CURRICULUM **STRATEGIC DIRECTION**

Coordination: RAVENTOS RICO, ALBERT

Academic year 2022-23

**Subject's general information**

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

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
RAVENTOS RICO, ALBERT	albert.raventos@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.

CG2: Direct the activities object of the engineering projects described in the previous section.

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.

CT04: Apply basic knowledge of entrepreneurship and professional environments.

## 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. The business model

- Strategic definition of the business model: Lean canvas
- Mission and vision

## Topic 3: Strategic analysis. Value creation

- Stakeholders. Their role in relation to the business model
- Value creation
- Value proposition canvas

## Topic 4: Strategic analysis. External analysis

- General environment:
  - Diagnosis of the existent level of uncertainty
  - PESTEL analysis: PESTEL impact matrix and strategic profile of the environment matrix
  - Typology of the environment
- Specific environment:
  - External analysis of the industry
  - Porter 5 forces analysis
  - Map of the environment

## Topic 5: Strategic analysis. Internal analysis

- Internal analysis tools:
  - AMOFHIT analysis
  - Porter's value chain
  - VRIO method
  - MEFI matrix
- SWOT analysis

## Topic 6: Competitive strategy

- From SWOT to CAME
- Life-cycle and competitive strategies
- Types of competitive advantage: Porter's strategies and Bowman's strategic clock
- Business management of the 21st century: artificial intelligence, industry 4.0, internet of things, collaborative economy

## Topic 7: Definition of goals and values

- The different goals of organizations
- Strategic planning: OGSM method, Hoshin-Kanri X matrix, Balanced Scorecard
- Corporate values. Code of conduct
- Corporate Social Responsibility

## Topic 8: Strategic development directions and methods

- Strategic development directions:
  - Consolidation strategies
  - Expansion strategies
  - Diversification strategies
  - Vertical integration strategies

- Restructuring strategies
- Strategic development methods:
  - Internal methods
  - External methods
  - Cooperation and alliances
- Blue ocean strategy
- International strategy
- Strategic direction in small and medium companies

## 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. Based on the main concepts, a guided practical activity will be proposed to internalize and consolidate knowledge. Flipped-classroom methodologies will be applied.

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

### Topic 1\_Introduction to Strategic Direction: Week 1

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

### Topic 2\_Strategic analysis. The business model: Week 2

The business model. Mission and vision.

### Topic 3\_Strategic analysis. Value creation: Week 3

Value Proposition Canvas. Minimum Viable Product. Stakeholders role in relation to the business model.

### Topic 4\_Strategic analysis. External analysis: Week 4

General environment. PESTEL and environmental map.

### Topic 5\_Strategic analysis. Internal analysis: Week 5

Internal analysis tools.

### Topic 6\_Competitive strategy: Week 6

From SWOT to CAME.

***Tutoring: Week 7***

**Topic 7\_ Definition of goals and values: Week 8-10-11**

The different goals of organizations. Strategic planning. Bhags. Hoshin Kanri X Matrix. Balanced Scorecard.

**Topic 8\_ Strategic development directions and methods: Week 12-13-14**

Strategic development directions and methods. Direcciones y métodos de desarrollo. Actividad final

***Tutoring: Week 15***

***Exam: Week 16***

## Evaluation

Final exam: 30%

Delivery 1 Course project: 20%

Final delivery Course project: 40%

Participation: 10%

## Bibliography

Johnson, Gerry and Scholes, Kevan (2000). **Dirección estratégica**. Pearson-Prentice Hall.

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