



Universitat de Lleida

DEGREE CURRICULUM

STRATEGIC DIRECTION

Coordination: RAVENTOS RICO, ALBERT

Academic year 2022-23

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	RAVENTOS RICO, ALBERT			
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
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.