

MODULES AND SUBJECTS

MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL
UNIVERSITY MASTER IN MANAGEMENT

MODULE NAME:		STRATEGIC MANAGEMENT			
SEMESTER	1	TYPE	CORE	ECTS	6
FACULTY		Dr. Elisabet Garriga Dr. Federica Massa-Saluzzo		Dr. Anton-Giulio Manganelli Dr. Ramon Noguera	

SKILL PROFILE

BASIC SKILLS		TRANSVERSAL SKILLS		GENERAL SKILLS		SPECIFIC SKILLS	
CB 6		CT 1	X	CG 1		CE 1	X
CB 7	X	CT 2		CG 2	X	CE 2	X
CB 8	X	CT 3	X	CG 3	X	CE 3	X
CB 9	X	CT 4	X	CG 4		CE 4	
CB 10		CT 5	X	CG 5	X	CE 5	
		CT 6		CG 6	X	CE 6	X
		CT 7		CG 7	X	CE 7	
				CG 8		CE 8	X
				CG 9	X	CE 9	X
				CG 10	X	CE 10	
						CE 11	
						CE 12	X

OBJECTIVES

This course is divided into three separate sections:

- 1) Strategic Management
- 2) Global Compass
- 3) International Weeks

The first of these is intended to enable participants to pose the right questions to understand a firm's strategy. Rather than giving me answers, participants are expected to formulate relevant questions and develop a systematic approach to address strategic issues.

Global Compass focusses understanding and assessing the socio-economic environment of organisations by analysing and understanding the behaviour of the different economic, social and political actors and comprehending the global environment, the evolution of macro and microeconomic variables and their impact on the international and national economy.

The International Weeks aim to provide a complementary view of business, by focusing on sustainability and responsible management. The seminars will be conducted by multicultural visiting faculty from both the academic and the corporate world.

LEARNING OBJECTIVES

- Identifies the main external forces shaping the competitive environment.
- Assesses the firm's resources and capabilities and its capacity to generate competitive advantages.
- Understands the relationship between the different functional areas and how they are affected and affect the development of a business or corporate strategy.
- Develops a global view of organizations and a sound understanding of the processes of management and the changing external context.
- Deals in situations of ambiguity, with limited information, uncertain outcomes and limited amount of time to take decisions.
- Can build solid, honest companies that will help solve the problems of inequality and climate change.
- Is familiar with the main economic indicators and determinants of economic policy, and develop a capacity for rigorous, consistent analysis.
- Identifies and understand the main forces and dynamics of the world's economy.
- Develops and implement, through the evaluation and selection of the appropriate conceptual framework and methodology, a complete understanding of the strategic issues that companies face when operating at an International scale, in different points along a company's life cycle.
- Analyzes emerging environmental, demographic and social trends arising from or within globalisation, with an ability to apply them to business objectives.
- Apply these abilities to complex and unfamiliar situations, demonstrating a detailed and informed understanding of the theoretical and practical aspects of economic methods in an international, multicultural and highly complex professional context.
- Knows economic models and their main concepts, along with an overview of the global economic situation. Uses these models and underlying concepts in daily work. [RA1, RA2, RA3, RA4]
- Acquires an international vision of the different components of management

- Develops international contacts and networks
- Practices business English.
- Understands the way in which Ethics, Responsibility and Sustainability (ERS) are an increasingly important element in business.

CONTENTS

- The concept of strategy
- Industry analysis
- Industry innovation and strategy implementation
- The scope of the firm
- Resources, capabilities and the knowledge theory of the firm
- Current trends
- Understanding and analyzing economy - piqué abadal, joan miquel
- Labor economics, trade, geopolitics
- Macroeconomics
- Technology 4.0
- Population dynamics and sustainability

METHODOLOGY

The course follows a dynamic based on personal and group participation. You are expected to play an active role in developing both your personal skills and your working capacities. You are expected to actively participate multiple times in each session. At the end of each class I will take note of the quality of your interventions.

In class, you are expected to behave like a manager: Take the initiative, empower your group members to deliver a great performance, and think strategically. You are expected to arrive on time in class and be always alert. Neither mobile phones, laptops nor other devices are accepted in class.

Theoretical explanations are reduced to a minimum, therefore you are expected to prepare the reading material and the cases before each session and be able to support your opinions and propositions. I will be happy to meet you and clarify any doubt you may have either before, after class, or during a scheduled meeting.

EVALUATION

The final evaluation will be calculated as follows:

1. Class participation: quality, consistency and feedback. (20% min* - 40% max).
2. Specific evaluation tests: exams. (40% min - 50% max)
3. Carrying out work or projects (10% min –30% max)

In the event of a new health emergency that involves confinement, the activities and evaluation weights will not be altered. In case they cannot be done in person, they will be transferred to a virtual environment. Due to the difficulties in correctly evaluating participation in online environments, EADA may reduce the weighting of this component of the evaluation due to the current pandemic circumstances.