



PERSONA CIENCIA EMPRESA

UNIVERSITAT RAMON LLULL

Code: 80323

Name of the subject: Strategic Analysis and Planning

GENERAL CHARACTERISTICS

| | |
|--------------------------------|-------------------------------|
| Number of credits ECTS: | 4.5 |
| Language/s | Catalan Spanish English |
| Type | Normal |
| Professor/s | Olivé Tomàs, Antoni |

DESCRIPTION

BRIEF DESCRIPTION AND JUSTIFICATION

At the end of the course the students will be able to conduct an external analysis and an internal analysis of any type of organization, formulate an strategy, and make a plan to implement it, as well as design the control systems to track the implementation process. Along the course the students will develop the capacity to create sustainable competitive advantages for any type of organization. Along the course the students will develop the capacity to think strategically and make decisions.

COMPETENCIES

- The student should be able to make decisions that are consistent with the company's goal related to investment and the different ways of obtaining financial resources.(CE3)
- The student should be able to understand the importance and effective use of information technologies in business. (CE8)
- The student should be able to set targets and evaluate the indicators for quantifying the degree of fulfillment of these objectives. The student should be able to search, select and interpret relevant information for the achievement of objectives. (CT3)
- The student should be able to address the problems that arise in a business environment and know how to prepare to solve them. The student should be able to adapt to changes in the external and internal environment and turn them into opportunities to achieve established objectives. The student should be able to make selective judgments oriented to choose between one or several possible alternatives, developing sufficient criteria to discern what is a good choice, considering the number of alternatives, the characteristics of each, and their influence on the final. (CT6)

PREREQUISITES

- Requirements legally established to access postgraduate programs.
- Degree in the scientific or technological field.

CONTENTS

1. Strategy:
 - 1.1. Definitions;
 - 1.2. Mission, vision, values, goals;
 - 1.3. Process: Formulation, implementation and control.
2. Analysis of the general external environment (PESTEL) and sectoral (Porter).
3. Internal analysis of the company (the vision of the company based on the resources).
4. Competitive advantage and competitive strategy.
5. Corporate strategy: Vertical integration and diversification.
6. The implementation and control of the strategy (the Balanced Scorecard).
7. External growth strategies: Mergers, acquisitions and alliances.
8. Internationalization strategies: The global company.
9. Competitive advantage:
 - 9.1. in mature industries;
 - 9.2. in technology-based industries;
 - 9.3. in digital industries.
10. Trends in Strategy:
 - 10.1. new surroundings;
 - 10.2. redesign of organizations;
 - 10.3. new role of the manager.
11. Think Strategically: Games theory.

METHODOLOGY

TRAINING ACTIVITIES:

| Training activities | ECTS Credits | Competencies |
|---|--------------|------------------|
| Lectures presenting concepts and procedures | 0,8 | CE3;CE8; CT3;CT6 |

| | | |
|---|------------|------------------|
| Practical sessions (exercises, case resolution) | 1,1 | CE3;CE8; CT3;CT6 |
| Assignments by Students | 0,9 | CE3;CE8; CT3;CT6 |
| Seminars or tutorials | 0,1 | CE3;CE8; CT3;CT6 |
| Personal study activities | 1,5 | CE3;CE8; CT3;CT6 |
| Assessment sessions | 0,1 | CE3;CE8; CT3;CT6 |
| Internship in Company | | |
| TOTAL | 4,5 | |

EXPLANATION OF TEACHING METHODOLOGY

The teaching methodology is basically in-class discussion of teaching cases about firms, especially industrial and technology firms.

EVALUATION

METHODS OF EVALUATION

| Evaluation Methods | Weight | Competencies |
|--|--------|------------------|
| Final exam | | |
| Partial exams | 40 | CE3;CE8; CT3;CT6 |
| Following up activities | 20 | CE3;CE8; CT3;CT6 |
| Homework and presentations | 40 | CE3;CE8; CT3;CT6 |
| Experimental work or fieldwork | | |
| Projects | | |
| Evaluation of the company or institution | | |
| Participation | | |

LEARNING OUTCOMES

At the end of the course the students will be able to:

- Conduct an external analysis and an internal analysis of any type of organization.
- Formulate an strategy and make a plan to implement it.
- Design the control systems to track the implementation process.
- Create sustainable competitive advantages for any type of organization.
- Think strategically and make decisions.

EVALUATION

40% of the final grade depends on two partial exams with theoretical questions and questions based on the cases discussed in class. The remaining 60% depends on the writing of a synthesis assignment consisting of an strategy analysis of an industrial or a technology firm.

July's ordinary call is devoted to the students who have not passed the course in the first call. In this event the students should pass an exam covering the entire content of the course.

Extraordinary calls consist of a sole exam covering the entire content of the course

EVALUATION OF COMPETENCIES

In order to evaluate the "Orientation toward achievement" competence, the case "GE's Talent Machine: The Making of a CEO" is used. The main lesson from the case is that managers must be evaluated on the basis of achievements rather than on the basis of the effort devoted to obtain them. The students must answer a test based on the case.

In order to evaluate the "Entrepreneurial initiative and spirit" competence, the case "Staples" is used. In this case the process followed by the firm from the business opportunity recognition until the opening of the first stores is described. The students must answer a test based on the case.

BIBLIOGRAPHY

Bibliography

Grant, R.M. (2016). *Contemporary strategy analysis: Text and cases edition*. West Sussex, UK: John Wiley & Sons.

DOCUMENT RECORD

PREVIOUS CHANGES

Antoni Olivé, PhD. September 2016

LAST REVISION

Antoni Olivé, PhD. September 2017