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|----------------|---------------------------|
| Academic year  | 2013-14                   |
| Subject        | 21213 - Business Strategy |
| Group          | Group 70, 1S, GADE        |
| Teaching guide | B                         |
| Language       | English                   |

## Subject identification

|                          |  |
|--------------------------|--|
| <b>Subject</b>           | 21213 - Business Strategy  |
| <b>Credits</b>           | 1.8 in-class (45 hours) 4.2 distance (105 hours) 6 totals (150 hours). |
| <b>Group</b>             | Group 70, 1S, GADE(Campus Extens)                                      |
| <b>Teaching period</b>   | 1st semester   |
| <b>Teaching language</b> | English  |

## Lecturers

| Lecturers  | Timetable for student attention |                |         |            |             |        |
|--|---------------------------------|----------------|---------|------------|-------------|--------|
|  | Starting time                   | Finishing time | Day     | Start date | Finish date | Office |
| Aleix Calveras Maristany<br><a href="mailto:aleix.calveras@uib.es">aleix.calveras@uib.es</a> | 10:30h                          | 11:30h         | Tuesday | 23/09/2013 | 27/06/2014  | DB106  |

## Degrees where the subject is taught

| Degree                            | Character  | Course     | Studies |
|-----------------------------------|------------|------------|---------|
| Degree in Business Administration | Compulsory | Third year | Degree  |
|                                   | Compulsory | Third year | Degree  |

## Contextualisation

Students will be taught knowledge, skills and abilities which they will use in their professional lives to assess and take appropriate strategic decisions in the organization where they work.

## Requirements

This course has no prerequisites, but it is recommended that students have already passed previous courses of business organization of the first and second year of the Degree in Business Administration, that is, the subjects "Introduction to business", "Operations management and production" and "Designing Organizations".

## Skills

With this course the student is expected to acquire both generic and specific skills related to the strategy of the firm. Students have begun to acquire such skills in previous courses ("Introduction to Business", "Operations management and production" and "Designing Organizations") and are expected to do so also during the third year of the Degree, with the subjects "Business Strategy" and "Human Resource Management".



### Specific

1. Adquirir i comprendre coneixements de l'àrea d'estudi de l'administració i la direcció d'empreses a partir de la base de l'educació secundària general, a un nivell que, si bé es basa en llibres de text avançats, inclou també alguns aspectes que impliquen coneixements procedents de l'avantguarda de l'administració i la direcció d'empreses (CB1).
2. Saber aplicar els coneixements d'administració i direcció d'empreses al seu treball o vocació d'una manera professional i tenir les competències que solen demostrar-se per mitjà de l'elaboració i la defensa d'arguments i la resolució de problemes dins de l'àrea d'administració i direcció d'empreses (CB2)..
3. Conèixer les eines d'anàlisi estratègica més habituals en l'anàlisi de l'empresa i el seu entorn (CE 2.1.5).
4. Conèixer i aplicar diversos instruments tècnics d'anàlisi econòmica per a l'estudi de l'empresa i el seu entorn (CE 2.1.6).
5. Preparar la presa de decisions en les diferents fases del procés administratiu en empreses i organitzacions, especialment pel que fa als aspectes operatiu i tàctic, i aproximar-se a la presa de decisions de l'àmbit estratègic (CE 2.3.4).
6. Defensar les solucions proposades d'una manera articulada a partir dels coneixements teòrics i tècnics adquirits (CE 2.4).

### Generic

1. Capacitat per treballar en equip (CG1).
2. Poder transmetre informació, idees, problemes i solucions a un públic tant especialitzat com no especialitzat (CB4).
3. Haver desenvolupat les habilitats d'aprenentatge necessàries per poder emprendre estudis posteriors amb un alt grau d'autonomia (CB5).

### Content

This course is intended to cover the study and analysis of the major strategic decisions taken in a firm. In a world in constant change we believe that the economic approach to strategic management that we take will prove particularly useful. The course will help future managers and directors of the company to apply the economic principles and the analytical skills necessary to evaluate and take strategic decisions, both in the current context as well as to be able adapt to a new environment as the present one evolves.

The core of the course is to study the competitive strategy of the firm, paying special attention to the strategic positioning of the firm. After an analysis of industry and market structure in which the firm has to compete, we aim to understand the basis of competitive advantage, how to achieve it, its origin and conditions for its maintenance over time, paying special attention to innovation. In addition, during the course, we discuss other issues such as firm's growth strategy (corporate mergers, diversification) and the role of ICTs (information and communication technologies) in creating value. Similarly, in a world increasingly globalized, it is essential to study the internationalization strategy of the company. Finally, we discuss the social responsibility of the firm.

### Theme content

1. Introduction
2. Horizontal limits: economies of scale and scope
3. Diversification

4. Industry analysis
5. Strategic positioning for competitive advantage
6. Sustaining competitive advantage
7. The firm, strategy and ICTs
8. Innovation
9. Global business strategy
10. Corporate social strategy
11. Strategic process

## Teaching methodology

In order to develop and evaluate the competencies stated above, this section describes the activities faced by the student throughout the course. In this regard, note that, in order to foster autonomy and individual work of students, the course will be part of Campus Extens, which incorporates the use of web platform. Using Moodle platform will allow students an online communication and distance learning with the teacher, teaching materials as electronic documents, etc.

### In-class work activities

| Modality               | Name     | Typ. Grp.        | Description   |
|------------------------|----------|------------------|---|
| Theory classes         | Theory   | Large group (G)  | Teach the knowledge that students must acquire. Students will have diverse teaching materials and basic reference texts to complete and deepen the understanding of the theory explained in class.  |
| Seminars and workshops | Practice | Medium group (M) | We encourage the exchange of views between all participants in the belief that it will facilitate the application of knowledge acquired in lectures. We discuss case studies related to the knowledge presented in theory classes (mini-cases of textbooks, newspaper articles, readings, etc.). Exercises to be solved will be proposed. Additionally, students will be expected to make presentations and comments on a variety of issues and topics, individually and/or in group. |
| Assessment             | Exam 1   | Large group (G)  | In the middle of the semester, students will carry out an examination to assess the acquisition of the basic knowledge up to that moment. This exam will cover topics 1 through 5. The examination will last a maximum of 2 hours.  |
| Assessment             | Exam 2   | Large group (G)  | In the february period there will be a second exam that will cover topics 6 through 11. This evaluation will assess whether the student knows the theory, and understands how to apply correctly the concepts that are part of the course material. The final exam will last a maximum of 2 hours.  |

### Distance education work activities

| Modality              | Name                                    | Description  |
|-----------------------|---|--|
| Individual self-study | Readings, comments, and problem solving | Reading of theoretical texts, case studies and financial press to discuss in the Practice classes. Resolution of the exercises proposed. Preparation of presentations. |
| Individual self-study | Study                                   | The student must study on its own all content presented in the course.   |
| Group self-study      | Team work                               | Develop the ability for teamwork, and apply the acquired knowledge.  |

### Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

### Workload estimate

The next table shows the amount of time dedicated to each activity

| Modality                                  | Name                                    | Hours      | ECTS       | %          |
|---|---|------------|------------|------------|
| <b>In-class work activities</b>           |   | <b>45</b>  | <b>1.8</b> | <b>30</b>  |
| Theory classes                            | Theory                                  | 22.5       | 0.9        | 15         |
| Seminars and workshops                    | Practice                                | 18.5       | 0.74       | 12.33      |
| Assessment                                | Exam 1                                  | 1.5        | 0.06       | 1          |
| Assessment                                | Exam 2                                  | 2.5        | 0.1        | 1.67       |
| <b>Distance education work activities</b> |   | <b>105</b> | <b>4.2</b> | <b>70</b>  |
| Individual self-study                     | Readings, comments, and problem solving | 40         | 1.6        | 26.67      |
| Individual self-study                     | Study                                   | 45         | 1.8        | 30         |
| Group self-study                          | Team work                               | 20         | 0.8        | 13.33      |
| <b>Total</b>                              |   | <b>150</b> | <b>6</b>   | <b>100</b> |

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

### Student learning assessment

Next table shows the evaluation procedures. The student will get a grade in each activity. The final grade will be obtained as a weighted mean of all activities. To pass the subject, the final overall grade should be at least a 5 over 10. Exams 1 and 2 are the only recoverable activities, in september.



### Practice

|                     |   |
|---------------------|---|
| Modality            | Seminars and workshops  |
| Technique           | Objective tests ( <b>Non-retrievable</b> )  |
| Description         | We encourage the exchange of views between all participants in the belief that it will facilitate the application of knowledge acquired in lectures. We discuss case studies related to the knowledge presented in theory classes (mini-cases of textbooks, newspaper articles, readings, etc.). Exercises to be solved will be proposed. Additionally, students will be expected to make presentations and comments on a variety of issues and topics, individually and/or in group. |
| Assessment criteria | All along the semester, various activities will be graded in the practice classes (readings, presentations, comments, problem solvings).  |

Percentage of final qualification: 35% following path A

### Exam 1

|                     |  |
|---------------------|--|
| Modality            | Assessment   |
| Technique           | Objective tests ( <b>Retrievable</b> )   |
| Description         | In the middle of the semester, students will carry out an examination to assess the acquisition of the basic knowledge up to that moment. This exam will cover topics 1 through 5. The examination will last a maximum of 2 hours. |
| Assessment criteria | Exam 1 evaluates all the knowledge and all the content presented and discussed in the first part of the semester (including practice classes). Exam 1 is recoverable in september.   |

Percentage of final qualification: 30% following path A

### Exam 2

|                     |  |
|---------------------|--|
| Modality            | Assessment   |
| Technique           | Objective tests ( <b>Retrievable</b> )   |
| Description         | In the february period there will be a second exam that will cover topics 6 through 11. This evaluation will assess whether the student knows the theory, and understands how to apply correctly the concepts that are part of the course material. The final exam will last a maximum of 2 hours. |
| Assessment criteria | Exam 2 evaluates all the knowledge and all the content presented and discussed in the second part of the semester (including practice classes). Exam 2 will take pace in the february period of exams, and is recoverable in september.  |

Percentage of final qualification: 35% following path A

## Resources, bibliography and additional documentation

There are two basic text books to follow the course. Along the semester, additional material will be provided to students.

### Basic bibliography

Besanko, D., Dranove, D. Shanley, M., and Schaeler (2009): **Economics of Strategy**. John Willey and Sons. New York : 4th ed.

Grant, R. M. (2006): **Contemporary strategy analysis**. Various editions. Wiley ed.

### Complementary bibliography





**University of the  
Balearic Islands**

Teaching guide

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#### **Other resources**

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