



Academic year	2012-13
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 <a href="mailto:aleix.calveras@uib.es">aleix.calveras@uib.es</a>	15:00h	16:00h	Monday	24/09/2012	28/06/2013	DB106

### Degrees where the subject is taught

Degree	Character	Academic year	Studies
Degree in Business Administration	Compulsory	Third course	Degreee

## 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".





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### 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





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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.Gr.	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 of the various required readings.
Assessment	Final exam	Large group (G)	There will be a final exam. 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 2.5 hours.
Assessment	Partial exam	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. The examination will last a maximum of 1.5 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.



Modality	Name	Description
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.

### Riscs específics i mesures de protecció

Les activitats d'aprenentatge d'aquesta assignatura no comporten riscos específics per a la seguretat i salut de l'alumnat i, per tant, no cal adoptar mesures de protecció especials.

### 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	Final exam	1.5	0.06	1
Assessment	Partial exam	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. Additionally, at least a grade of 4 over 10 is required in the final exam to be able to pass the subject. The final exam is the only recoverable activity.



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### Practice

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Modality	Seminars and workshops
Technique	Objective tests ( <b>Non-recoverable</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 of the various required readings.
Assessment criteria	All along the semester, various activities will be graded in the practice classes (readings, presentations, comments, problem solvings).

Percentage of final qualification: 25% following path A

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### Final exam

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Modality	Assessment
Technique	Objective tests ( <b>Recoverable</b> )
Description	There will be a final exam. 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 2.5 hours.
Assessment criteria	To pass the subject, the student must get at least a grade of 4 in the final exam. The final exam evaluates all the knowledge and all the content presented and discussed in the whole semester (including practice classes and the material evaluated also in the partial exam). The final exam is recoverable in september.

Percentage of final qualification: 50% following path A

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### Partial exam

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Modality	Assessment
Technique	Objective tests ( <b>Non-recoverable</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. The examination will last a maximum of 1.5 hours.
Assessment criteria	There will be a partial exam in the middle of the semester that will cover everything studied up to that point.

Percentage of final qualification: 25% following path A

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## Resources, bibliography and additional documentation

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

### Basic bibliography

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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.

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### Complementary bibliography

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**Other resources**

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