

STRATEGIC FOR BUSINESS

Code: 16415

Main Scientific Area: Marketing and Strategy

Lecturer: João Manuel Machado Faria de Abreu

Language of Instruction: Portuguese

Regime: S2

Contact Hours: 60h Total Workload: 108h

ECTS: 6,0

Objectives

Think and act strategically are crucial factors to the success and competitiveness of organizations in an increasingly global sphere. In this sense, the curricular unit of Corporate Strategy aims to make students familiar with key concepts and practices of strategic management, developing an integrated view of management process and providing them with solid theoretical and practical skills that can support the analysis and decision-making at different management contexts.

Learning Outcomes

At the end of the curricular unit, students should be able to:

- Understand the importance of strategic management for organizations;
- Identify the components of the strategic vision and understand the role of strategic planning in management;
- Analyse the strategic position of the organization and formulate a business strategy;
- Characterize, distinguish and relate different strategic options;
- Possess knowledge required for implementation and monitoring of strategic action;
- Analyse and solve case studies in a structured way.

Course Contents

Chapter I - Introduction to Strategic Management Process 1. Introduction to the concept of strategic management; 2. Strategic management process; 3. The strategy, planning and strategic thinking; 4. The role of strategy in organizational success;

Chapter II - Strategic Analysis 5. The strategic vision of the organization: mission, vision, values and goals; 6. External environment; 7. Internal environment; 8. Strategic Capability;

Chapter III - Strategy Formulation 9. Business Strategy; 10. Corporate strategy; 11. International strategy; 12. Innovation and entrepreneurship

Chapter IV - Implementation and Control of the Strategy 13. Organizational structure; 14. Planning and resource affectation; 15. Leadership, culture and management styles; 16. Motivation; 17. Change management; 18. Evaluation and control of the strategy.

Recommended Bibliography

Grant, R Jordan, J. (2015). Foundations of Strategy. (2nd ed.). London: Wiley.

Johnson, G., Scholes, K. Whittington, R. (2008). Exploring Corporate Strategy. (8th ed.). London: Financial Times Prentice Hall.

Johnson, G., Whittington, R., Scholes, K., Angwin, D. Regnér, P. (2014). Fundamentals of Strategy. (3rd ed.). London: Pearson.

Osterwalder, A. Pigneur, Y. (2010). Business Model Generation. New Jersey: John Wiley Sons.

Serra, FR., Ferreira, MP., Torres, MP. Torres, AP. (2010). Gestão Estratégica: Conceitos e prática. Lisboa: Lidel. 6/12 1

Teixeira, S. (2011). Gestão Estratégica. Lisboa: Escolar Editora

Learning and Teaching Methods

With origins in the military sphere and considered a relatively new area in the field of organizational management, strategic management is generally understood as the junction of several areas of management essential to organizational success, and thus is taught at the end of undergraduate courses or in postgraduate courses. Intending a solid and indispensable link between theoretical constructs and their practical applications, the Strategic Management Course aims to provide students with a diversified set of perspectives and models able to help problems resolution in the management of organizations, stimulating reasoning associated with strategic decision making and fostering practical implementation of the defined strategy. In this sense, and in order to provide students with a detailed knowledge of the key tools to support decision making strategy and the implementation process of the strategy, the curricular unit syllabus is divided into four chapters, namely strategic management concept, strategic analysis, strategy formulation, and implementation and control of the strategy. After an introduction to the concept of strategic management, the remaining three chapters are three interdependent processes with a permanent feedback, crucial characteristics for an effective strategic management. Special attention will be given to the implementation and monitoring of the strategy, recognizing the importance of strategic action as the practical and effective implementation of all the above decision process. Student learning in each topic will be complemented with case studies analysis and discussion, through which it intends to operationalize the contents taught and to provide students with a set of practical skills necessary for a good performance in their future management roles described in the objectives of the course.

Assessment Methods

Presentation, analysis and discussion of academic topics (20%);

Elaboration of a Strategic Business Plan (40%);

Individual test (40%)

minimum score- 8values