310159 - Strategic Management and Innovation

Coordinating unit: 310 - EPSEB - Barcelona School of Building Construction
Teaching unit: 732 - OE - Department of Management
Academic year: 2017
Degree: BACHELOR'S DEGREE IN ARCHITECTURAL TECHNOLOGY AND BUILDING CONSTRUCTION (Syllabus 2015). (Teaching unit Optional)
ECTS credits: 3

Teaching staff
Coordinator: Lafuente Gonzalez, Esteban Miguel
Others: Lafuente Gonzalez, Esteban Miguel

Degree competences to which the subject contributes

Specific:
FB-07. FB-7 Ability to organise small companies and take part as a member of multidisciplinary teams in big companies.

Transversal:
03 TLG. THIRD LANGUAGE. Learning a third language, preferably English, to a degree of oral and written fluency that fits in with the future needs of the graduates of each course.
06 URI. EFFECTIVE USE OF INFORMATION RESOURCES. Managing the acquisition, structure, analysis and display of information from the own field of specialization. Taking a critical stance with regard to the results obtained.

Teaching methodology

The proposed class on “Strategic Management & Innovativeness” promotes the interlocking between theory rooted in the strategic management frame and practical applications throughout the class sessions (2 hours per week). Accordingly, the student's involvement and commitment in both theory and practical sessions is critical to ensure an efficient learning process.

The theory sessions deal with the analysis of theoretical concepts related to the different subjects of the course. In parallel to the theory development, increased emphasis on students' participation will contribute to enrich the in-class debate.

Practical sessions will promote the analysis of real case-studies on different types of organizations operating in a wide array of economic sectors. In this case, successful learning will become evident if the student can put into practice and use the different tools discussed and analyzed in class to solve various operational and organizational problems of interest. Practical sessions also contribute to cultivate teamwork culture by developing different activities (collaborative and competitive) and by promoting students' active involvement in the resolution of the different tasks assigned to them.

Learning objectives of the subject

The core objective of this course is to equip students with the knowledge necessary for better understanding the conditions under which managerial actions and techniques embedded in the strategy-making's arsenal turn advantageous for the different units that form organizations.
The proposed course on "Strategic Management & Innovativeness" embraces two areas: an exploitative approach to management in which incumbent organizations pursue superior performance through the development and efficient implementation of different management techniques; and an exploratory approach to management that deals with the ways through which new businesses capitalize on their available resources and capabilities.

### Study load

<table>
<thead>
<tr>
<th>Description</th>
<th>Hours</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Total learning time</td>
<td>75h</td>
<td></td>
</tr>
<tr>
<td>Hours large group</td>
<td>15h</td>
<td>20.00%</td>
</tr>
<tr>
<td>Hours medium group</td>
<td>0h</td>
<td>0.00%</td>
</tr>
<tr>
<td>Hours small group</td>
<td>15h</td>
<td>20.00%</td>
</tr>
<tr>
<td>Guided activities</td>
<td>0h</td>
<td>0.00%</td>
</tr>
<tr>
<td>Self study</td>
<td>45h</td>
<td>60.00%</td>
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### Content

#### Basic Economic Analysis of the Organization
- **Learning time**: 18h
  - Theory classes: 4h
  - Guided activities: 6h
  - Self study: 8h

**Description:**
Topics addressed in this part include:

1.1 The Organization: Definition and economic / operational scope.
1.2 Resources and Capabilities: Types of resources, capability creation/development processes
1.3 Cost function: Main elements and computation consideration for business analysis

#### Bootstrapping Management Techniques
- **Learning time**: 22h
  - Theory classes: 6h
  - Guided activities: 4h
  - Self study: 12h

**Description:**
Topics addressed in this part include:

2.1 Business Operations: Description of processes and tasks performed within the organization
2.2 Cash management techniques: Tools to overcome liabilities of newness and smallness
2.3 Technology-based techniques: IT-based tools to boost operational performance
2.4 Customer-related techniques: Tools to enhance business performance

#### Access to Finance and Organizational Strategy Making
- **Learning time**: 16h
  - Theory classes: 4h
  - Guided activities: 2h
  - Self study: 10h

**Description:**
Topics addressed in this part include:

3.1 Sources of financial resources for organizations
3.2 Capital: Investors as suppliers of finance
3.3 Debt: Financial institutions as suppliers of finance
3.4 Operational suppliers: An alternative source of financial resources
3.5 Analysis of the different sources of financial resources, and of their costs and benefits from an economic and operational perspective
Students’ evaluation will take into consideration their involvement in the different debates in class as well as their commitment in the development of the different tasks assigned to them. Additionally, it will include the results of the different case studies (continuous assessment) and a final exam that helps evaluate the knowledge and learning of student during the course. A detailed description of the final mark’s components is presented below:

In class work (SC): Short case studies 30%
Take home assignments (LC): Case studies 30%
In class participation and involvement (PC): 10%
Final Exam (FE) 30%

Final Grade= (0.30 x SC) + (0.30 x LC) + (0.10 x PC) + (0.30 x FE)

**Bibliography**

**Basic:**
