

Course guide

310159 - 310159 - Business Strategies and Innovation

Last modified: 15/05/2023

Unit in charge: Barcelona School of Building Construction
Teaching unit: 732 - OE - Department of Management.

Degree: BACHELOR'S DEGREE IN ARCHITECTURAL TECHNOLOGY AND BUILDING CONSTRUCTION (Syllabus 2015).
(Optional subject).

Academic year: 2023 **ECTS Credits:** 3.0 **Languages:** English

LECTURER

Coordinating lecturer: 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:

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

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

Type	Hours	Percentage
Self study	45,0	60.00
Hours small group	15,0	20.00
Hours large group	15,0	20.00

Total learning time: 75 h

CONTENTS

Basic Economic Analysis of the Organization

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

Full-or-part-time: 18h

Theory classes: 4h

Guided activities: 6h

Self study : 8h

Bootstrapping Management Techniques

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

Full-or-part-time: 22h

Theory classes: 6h

Guided activities: 4h

Self study : 12h



Access to Finance and Organizational Strategy Making

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

Full-or-part-time: 16h

Theory classes: 4h

Guided activities: 2h

Self study : 10h

Configuration of the Organization's output portfolio

Description:

Topics addressed in this part include:

- 4.1 Product portfolio: Main characteristics, and complexity in its configuration
- 4.2 The Costs and Benefits of Product Portfolio Complexity
- 4.3 Business Performance: The multidimensionality of performance in organizations
- 4.4 Complexity and Performance: Analysis based on benchmarking

Full-or-part-time: 19h

Theory classes: 6h

Guided activities: 3h

Self study : 10h

GRADING SYSTEM

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:

- Porter, Michael. "The Five competitive forces that shape strategy". Harvard Business Review. January, 78-93.

- Besanko, David; Dranove, David; Shanley, Mark; Schaefer, Scott. Economics of strategy. 6th edition. New York: John Wiley & Sons, 2013. ISBN 9781118273630.