

310512 - Strategic Direction

Coordinating unit:	310 - EPSEB - Barcelona School of Building Construction		
Teaching unit:	732 - OE - Department of Management		
Academic year:	2019		
Degree:	MASTER'S DEGREE IN BUILDING CONSTRUCTION MANAGEMENT (Syllabus 2015). (Teaching unit Optional)		
ECTS credits:	5	Teaching languages:	Spanish

Teaching staff

Coordinator: Lafuente Gonzalez, Esteban Miguel

Degree competences to which the subject contributes

Transversal:

01 EIN. ENTREPRENEURSHIP AND INNOVATION: Knowing about and understanding how businesses are run and the sciences that govern their activity. Having the ability to understand labor laws and how planning, industrial and marketing strategies, quality and profits relate to each other.

05 TEQ. TEAMWORK. Being able to work as a team player, either as a member or as a leader. Contributing to projects pragmatically and responsibly, by reaching commitments in accordance to the resources that are available.

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 course of Strategic Management seeks to create closer ties between theoretical knowledge and practical application throughout the different classroom sessions (2 hours weekly). Under this concept, student involvement in theoretical and practical sessions is essential to ensure efficient learning process.

In the case of the theoretical sessions, the main theoretical concepts related to the different topics of the subject will be developed. We will seek to create parallel spaces for participation using case studies in order to enrich the debate with students.

In the case of the practical sessions, we will present case studies using real data of enterprises and economic sectors, with emphasis on the building sector. In this case it is intended that students can implement and use the available tools to solve different strategic issues. In these sessions the teacher seek to promote teamwork through various activities of collaborative and competitive nature, as well as the active involvement of students in solving different assignments.

Learning objectives of the subject

The primary objective of this course is to provide students the last existing instruments for strategic analysis of organizations. The student is trained to determine the objectives of the organization as well as for analysis of the environment to help you identify threats and opportunities. Furthermore, the development of the course seeks to provide students with the knowledge and tools that allow them to analyze various processes taking place within the company from a strategic perspective and with a sound analytical basis, to thereby identify their strengths and weaknesses. Students can not only critically evaluate an organization's strategy, but also analyze the value chain of the business and its operational and economic performance.

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Study load

Total learning time: 125h	Hours large group:	15h	12.00%
	Hours medium group:	5h	4.00%
	Hours small group:	5h	4.00%
	Guided activities:	10h	8.00%
	Self study:	90h	72.00%

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Content

<p>Business Economic Analysis: Basics</p>	<p>Learning time: 16h Theory classes: 4h Self study : 12h</p>
<p>Description: This content addresses:</p> <ul style="list-style-type: none"> 1.1 Definition and Microeconomic Perspective: Theory of the Firm 1.2 Productive Resources: Typology and its role in creating value for the organization 1.3 Maximizing Business Value: Optimizing Decision Making 1.4 Business Performance: Definitions and multi-dimensional nature of performance 	
<p>Ownership and Control in Organizations: Incentives and coordination</p>	<p>Learning time: 16h Theory classes: 4h Self study : 12h</p>
<p>Description: This content addresses:</p> <ul style="list-style-type: none"> 2.1 The relationship Principal - Agent: Agency Theory 2.2 Ownership Structure: Characteristics and typology of owners 2.3 Control mechanisms: Boards of Directors, Capital Markets, job market 2.4 Discipline for Debt: The role of financial institutions in management control 	
<p>Value Chain Analysis</p>	<p>Learning time: 16h Theory classes: 4h Self study : 12h</p>
<p>Description: This content address:</p> <ul style="list-style-type: none"> 3.1 Value Chain: Definition and Components 3.2 The relationship with suppliers and their bargaining power 3.3 Analysis of Operations 3.4 Relationship with Customers 3.5 Determination of unit cost from Value Chain Analysis 	

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<p>Analysis of Competitive Intensity of the Industry</p>	<p>Learning time: 16h Theory classes: 4h Self study : 12h</p>
<p>Description: This content address:</p> <ul style="list-style-type: none"> 4.1 Porter's Five Competitive Forces Model 4.2 Competitive Intensity and strategic position in the industry 4.3 Analysis of barriers to entry in the industry 4.4 Bargaining power of customers and suppliers in the industry 4.5 Threat of products / services substitutes 	
<p>Strategic Position, Corporate Performance and Competitive Advantage</p>	<p>Learning time: 19h Theory classes: 4h Self study : 15h</p>
<p>Description: This content address:</p> <ul style="list-style-type: none"> 5.1 Sources of Competitive Advantage: Costs vs. differentiation 5.2 Cost advantage: <ul style="list-style-type: none"> 5.2.1 Economies of Scale: Definition and properties 5.2.2 Organizational Learning Curve: Internal coordination and agency costs 	
<p>Organizational Funding: Funding Sources</p>	<p>Learning time: 19h Theory classes: 4h Self study : 15h</p>
<p>Description: This content address:</p> <ul style="list-style-type: none"> 7.1 Capital: The investor and source of funding 7.2 Debt: Access to bank credit - Definition and typology 7.3 Providers as an alternative source of financing 7.4 Analysis of financial and non-financial cost of organizational funding 	

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Qualification system

The assessment of student performance will take place taking into account the involvement of students in different debates in class. In addition, the results obtained by the student in the different case studies (ongoing evaluation) are taken into account. Finally, a final exam to assess the knowledge acquired by the student during the course will be held. The breakdown of the course grade is as follows:

Short case studies (attendance) (CC): 30%
Case studies group (non-contact) (CP): 30%
Participation and class presentations (PC): 10%
Final exam (EF): 30%

Final grade = $(0.30 \times CC) + (0.30 \times CP) + (0.10 \times PC) + (0.30 \times EF)$

The last day of the course is devoted 2 hours available to take the final exam.

Bibliography

Basic:

Besanko, David; Dranove, David; Shanley, Mark; Schaefer, Scott. Economics of Strategy. 6th. Hoboken, NJ: Wiley, 2013. ISBN 9781118273630.

Hirschey, Mark. Fundamentals of Managerial Economics. 9th ed. Mason, OH: Cengage Learning, 2009. ISBN 978-0324588781.

Michael E Porter. "The Five Competitive Forces that Shape Strategy". Harvard Business Review [on line]. (January 2008) p. 78-93 [Consultation: 27/07/2015]. Available on:
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