



## Business Strategy

Code: LG00027 Acronym: ESTEM

Scientific Area: Management

Occurrence: 2025/26 - 1S

Teaching Area: [Gestão](#)

### Courses

Acronym	Nº de Estudantes	Plano de Estudos	Academic Year	Credits	Horas Contacto	Total Hours
<a href="#">LGEST</a>	63	<a href="#">DGES - R/A- EF 595/2011/AL04</a>	3º	5	25	145

### Hours Actually Taught

#### LG-3-D-TA

Theoretical and Practical: 30,00

#### LG-3-D-TB

Theoretical and Practical: 33,00

### Teaching - Weekly Hours

Theoretical and Practical: 3,00

Type	Teacher	Classes	Hours
<a href="#">Theoretical and Practical</a>	Totals	2	6,00
	<a href="#">Alfredo José Henriques Carvalho da Silva - ESD</a>		0,18
	<a href="#">Irene Dobarrio Machado Ciccarino - ESGTS</a>		2,82

### Teaching - Responsibilities

Teacher	Responsabilidade
<a href="#">Irene Dobarrio Machado Ciccarino - ESGTS</a>	<a href="#">Responsável</a>

Draft, waits for validation.

**Learning outcomes and their compatibility with the teaching method (knowledge, skills and competencies to be developed by students)**

- LO1 - Understand the main concepts of business strategy;
- LO2 - Understand the various stages of the process of strategy analysis, formulation and implementation;
- LO3 - Develop strategic thinking;
- LO4 - Develop the steps leading to the elaboration of a strategic plan;
- LO5 - Seize the instruments and techniques available;
- LO6 - Be able to work as a team to analyse and propose strategies.

## Syllabus

- S1 - Fundamental concepts
  - S1.1 - Evolution of strategic management
  - S1.2 - What is strategy?
  - S1.3 - Defining the direction of the organization/ Planning concepts
  - S1.4 - Strategic process
- S2 - Strategic analysis: analysis of the environment and internal analysis
  - S2.1 - Analysis of the external environment
  - S2.2 - Analysis of the internal environment and SWOT analysis
- S3 - Strategy formulation
  - S3.1 - Competing in the industry: Business strategies
  - S3.2 - Corporate strategies
- S4 - Strategy implementation
- S5 - Strategy evaluation and control
  - S5.1 - Strategy management systems: The balanced scorecard

## Demonstration of the syllabus coherence with the curricular unit's learning objectives

- LO1 - S1
- LO2 - S2, S3, S5
- LO3 - S3
- LO4 - S3, S4, S5
- LO5 - S2, S3, S4, S5
- LO6 - S1, S2, S3, S4, S5

In syllabus 1 (S1), the aim is to frame strategic management in organisational management, highlighting its importance and presenting a set of concepts and perspectives. S1 aims to achieve objectives 1 and 6 (LO1, LO6).

S2, dedicated to strategic analysis, will address the purpose of the organisation, as well as the analysis of its surroundings, emphasising existing analysis tools. S2 achieves objectives LO2, LO5, LO6.

S3 distinguishes business strategy and corporate strategy, identifying the bases for its formulation, which are fundamental for achieving objectives LO2, LO3, LO4, LO5 and LO6.

With S4 and S5, the implications are presented regarding the organisation, direction, and control of strategic implementation, contributing to achieving objectives LO4, LO5, and LO6.

All syllabi (S1 to 5) develop a systemic and integrative vision applied through group work, which achieves objective LO6.

## Teaching and learning methodologies specific to the curricular unit articulated with the pedagogical model

- M1 - expository method for the theoretical component
- M2 - demonstrative method through videos and examples of real organizations.
- M3 - participatory method through discussion of examples from real organizations and case studies carried out through teamwork. It aims to integrate and consolidate knowledge and debates on the theoretical component.
- M5 - the active method is carried out through the activities proposed in the classroom and via Moodle, applying various techniques such as flipped classroom, problem-based learning, design-based learning, and role-playing.
- M6 - Self-study

Classes in this discipline are theoretical-practical. As a general rule, theoretical concepts are presented first, followed by practical cases to exemplify and discuss their application in specific organizational contexts.

## Assessment

The continuous assessment method includes the following components:

A1. Group work - 45%

A2. In-person and Moodle activities - 20%.

A3. Individual final exam - 35%.

The final grade for the course will be the sum of the elements (A1+A2+A3).

Grades above 16 may be subject to an oral defence of the grade.

It is mandatory to have a minimum attendance of 66%.

Works that are totally or partially plagiarised or proven to be derived from AI will receive a score of zero.

Students who fail the continuous assessment will be subject to an exam.

## Demonstration of the coherence of teaching and evaluation methodologies between the learning objectives of the curricular unit

LO1 - M1, M2, M6

LO2 - M1, M2, M6

LO3 - M3, M5, M6

LO4 - M3, M5, M6

LO5 - M3, M5, M6

LO6 - M1, M2, M3, M5

The course aims to introduce concepts and a fundamental language in business strategy, aligned with the first learning objective, which will be achieved through the M1, M2, and M6 methodologies. Examples from real organizations will illustrate the topics taught (M2) whenever possible. A case study conducted for strategic analysis, as group work, allows the acquisition of an overview of an organization's strategy and its contextual and transactional framework, as well as the identification of the strategy followed (M3). Applying theoretical concepts will occur through face-to-face activities and via Moodle through active methodologies (M5). M3 and M5 contribute to achieving objectives 4 to 6. Assessing each topic in the program through a test will allow you to consolidate your understanding, inspiring self-study (M6). This task will enable you to achieve learning objectives 1 to 5.

## Bibliography (Mandatory resources)

Barney, J., & Hesterly, W. S. (2011). Administração estratégica e vantagem competitiva: conceitos e casos (3ª edição). Ed. Pearson.

Freire, A. (2020). Estratégia - Sucesso em Portugal (2ª ed.), Editorial Verbo.

Grant, R. (2021). Contemporary Strategy Analysis (11th edition). Wiley.

Hill, C.; Schilling, M.; & Jones, G. (2023). Strategic Management: An Integrated Approach (14th ed.). Cengage Learning.

Robalo, A. (2008). Gestão Estratégica: Conceitos, Modelos e Instrumentos. Escolar Editora.

Serra, F.; Ferreira, M.; Torres, M.; Torres, A. (2011). Gestão Estratégica: Conceitos e Prática. LIDEL.

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

Rothaermel, F (2024). Strategic management.6th edition. McGraw-Hill Higher Education