

Curricular Unit: Business Strategy (2S)

Courses: ERSGT(obr)

Occurrence: 2025/26 - 2S

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 organisation/ 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

S4.1 - Strategy management systems: The balanced scorecard

S5 - Strategy evaluation and control

Demonstration of the syllabus coherence with the curricular units 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 organisation's purpose and analyse its surroundings, emphasising existing analysis tools. S2 achieves objectives LO2, LO5, LO6. S3 distinguishes between business strategy and corporate strategy, identifying the bases for their formulation, which are fundamental to 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 the achievement of 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 organisations.

M3 - participatory method through discussion of examples from real organisations 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 classroom activities and via Moodle, applying techniques such as the flipped classroom and problem-based learning.

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 organisational contexts.

Assessment

The continuous assessment method includes the following components:

A1. Group work - 40%

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

A3. Individual final exam - 40%.

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.

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

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

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 organisations 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 organisation'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. (2018). Strategic management and competitive advantage: concepts and cases (3^a edição). Ed. Pearson.

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.

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