

Course Unit	Strategic Management		Field of study	Management	
Bachelor in	Management		School	School of Technology and Management	
Academic Year	2023/2024	Year of study	3	Level	1-3
Type	Semestral	Semester	2	Code	9147-707-3202-00-23
Workload (hours)	162	Contact hours	T -	TP 50	PL -
			TC -	S -	E -
			OT 10	O -	

T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other

Name(s) of lecturer(s) **Luís Carlos Magalhães Pires**

### Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. Reflect on the importance of management at the top
2. Develop methodologies and techniques of strategic analysis in companies of large, medium and small size
3. Interpret scenarios based on internal and external environments for organisations
4. Formulate, implement and change organisational strategies
5. Identify strategies that generate competitive advantages available for organizations included in markets subject to accelerated transformation
6. Recognize the importance of the concepts of competition and competitiveness and different methodologies and techniques for intervention to ensure the conditions for successful business
7. Develop methodologies and tools or techniques used to transform organizations and improve its efficiency and effectiveness
8. Adopt a critical, creative and reflective attitude

### Prerequisites

Before the course unit the learner is expected to be able to:

1. Apply knowledge acquired in English writing
2. Apply knowledge acquired in scientific foundations of business management
3. Apply knowledge acquired in real analysis, statistics and economics

### Course contents

Strategic Analysis. Formulation of Strategy. Organization and implementation of the Strategy.

### Course contents (extended version)

1. Strategic Analysis
  - Strategic Thinking
  - Environment Analysis
  - Analysis of the Enterprise
2. Formulation of the Strategic
  - Mission; Objectives; Business Strategy
  - Products - Markets
  - Vertical Integration
  - Internationalization
  - Diversification
  - Business Development
3. Organizational and Implementation of the Strategy
  - Organizational Structure
  - Policy Management
  - Competitive Advantage of Nations

### Recommended reading

1. David, F. , & David, F. (2016). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (16th Ed. ). Pearson Education Limited.
2. Freire, A. (2020). Estratégia: Criação de valor sustentável em negócios tradicionais e digitais (1.ª Ed. ). Bertrand Editora.
3. Lynch, R. (2018). Strategic Management (8th Ed. ). Pearson Education Limited.
4. Porter, M. (1986). Estratégia Competitiva. Editora Campus.
5. Reis, F. , & Reis, R. (2022). Manual de Estratégia Empresarial, Inovação e Empreendedorismo: Com exemplos práticos e casos de estudo (1.ª Edição). Edições Sílabo

### Teaching and learning methods

- Theoretical-practical classes with participative presentation of concepts, processes and techniques, conforming to current reality and dynamics. Construction of group solutions with discussion, evaluation and validation by peers. Tutorial support in contact hours.

### Assessment methods

1. Course 1.1 - Assessment/International/ERASMUS - (Regular, Student Worker) (Final, Supplementary, Special)
  - Portfolio - 80% (Preparation outside the classroom, In class (presentation+Questionnaire+Answer) by group set)
  - Intermediate Written Test - 20% (Measurement carried out during the academic period)
2. Course 1.2 - Assessment/International/ERASMUS - (Regular, Student Worker) (Final, Supplementary, Special)
  - Portfolio - 70% (Preparation outside the classroom, In class (presentation+Questionnaire+Answer) by group set)
  - Intermediate Oral Test - 10% (Random questions to non-activated students about presentation material)
  - Intermediate Written Test - 20% (Measurement carried out during the academic period)
3. Course 2 - Assessment/International/ERASMUS - (Regular, Student Worker) (Final, Supplementary, Special)
  - Portfolio - 70% (Preparation outside the classroom, In class (presentation+Questionnaire+Answer) by group set)
  - Development Topics - 30% (Report that focuses on points I, II or III of the matter written in format of a scientific article)

### Language of instruction

Portuguese, with additional English support for foreign students.

## Electronic validation

Luis Carlos Magalhães Pires	Joaquim Agostinho Mendes Leite	António Borges Fernandes	José Carlos Rufino Amaro
27-02-2024	27-02-2024	04-03-2024	09-03-2024