

Course Unit	Strategic Management		Field of study	Management	
Bachelor in	Management		School	School of Technology and Management	
Academic Year	2021/2022	Year of study	3	Level	1-3
Type	Semestral	Semester	2	ECTS credits	6.0
			Code	9991-708-3202-00-21	
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) Paula Odete Fernandes, Carla Alexandra Martins Fontes

### 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 and practical lessons where they are and discuss concepts, processes and techniques, seeking to demonstrate the practical relevance of the subject based on concrete examples. Encourages to the participation of students in the discussions. - Tutorials sessions in the hours of contact.

### Assessment methods

1. Alternative 1/International/ERASMUS - (Regular, Student Worker) (Final, Supplementary)
  - Practical Work - 50% (Elaboration, presentation and discussion of the work in the classroom)
  - Final Written Exam - 50% (Minimum score: 7 out of 20)
2. Alternative 2/International/ERASMUS - (Regular, Student Worker) (Special)
  - Final Written Exam - 100%

### Language of instruction

Portuguese, with additional English support for foreign students.

## Electronic validation

Paula Odete Fernandes	António Borges Fernandes	Paulo Alexandre Vara Alves
01-03-2022	11-03-2022	20-03-2022