



UNIVERSIDADE LUSÍADA  
LISBOA

Course Unit Program  
Business Strategy

Academic Year 2025/2026

**1. Organic Unit**

Faculty of Business and Economic Sciences

**2. Course**

Business Management

**3. Cycle**

1st

**4. Course Unit**

Business Strategy (24129)

**5. Scientific Area**

**6. Curricular Year**

3rd

**7. Type of Curricular Unit / Semester**

2nd Semester



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#### 8. Class type and workload (work time)

Theoretical classes:

Practical classes:

Theoretical-Practical Classes 30,00

Tutorial Guidance: 20,00

#### 9. ECTS Credits

6,00

#### 10. Scientific Area Coordinator

#### 11. Regent

Prof. Doutor MÁRIO ALEXANDRE GUERREIRO ANTÃO

#### 12. Assistants

#### 13. Teaching Language

Portuguese

#### 14. General Objectives

Provide students with the ability to analyse and formulate a strategy, draw up a strategic plan and apply strategic analysis models. The course also aims to reinforce students' competencies at the first levels of management.

#### 15. Specific Objectives

Characterising the state of the art in the field of business strategy.

To create research skills in order to encourage students to develop solutions.

To instil in students the notion of the company as a system in constant interaction with its surroundings, a determining factor in its strategic positioning.

To bridge the gap between the theoretical aspects taught and their realisation/reflection in company life, in accordance with the student's motivations.

#### 16. Skills to be acquired

The aim is for students to acquire competences in terms of:

1. research into the subjects covered in class in order to acquire theoretical knowledge in the area of business strategy;
2. Strengthening the systemic and integrated vision of organisations, fostering their interest in issues related to the strategic orientation of organisations;
3. Applying their knowledge to real-life business cases, creatively promoting solutions to diagnoses they have made.



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## 17. Teaching Methodology

Classes will be held on a "theoretical or practical" basis, with each class coexisting theoretical aspects and practical examples/cases. Some personalities with an important role in the business world will also be invited.

## 18. Course Unit Program

1. introduction
2. Strategic analysis
3. Strategic analysis models
4. Financial determinants of strategy
5. Development and value
6. Company bankruptcy and restructuring
7. Corporate governance
8. Internationalisation strategies
9. Portugal's competitiveness

## 19. Assessment Methods

Students will be assessed in three stages;

Completion and submission of a business plan and two continuous assessment tests.

The relative weight in the assessment will be in accordance with the knowledge assessment regulations.

The documents supporting the assessment will be deposited on the Moodle platform.

## 20. Didactic Resources

Slides, films and broadcasts of international conferences recorded on DVD. Supporting texts and face-to-face conferences.

## 21. Sustainability Objectives

Quality education objectives will be pursued, and efforts will be made to contribute to reducing inequalities, gender equality and improving the performance of industries, innovation and infrastructures. The other pillars of the sustainability goals will be taken into account.

## 22. Keywords

Strategy, strategic planning, strategic analysis models, performance.



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### 23. Main Bibliography

Author(s): ANTÃO, Mário A. G.  
Title: Estratégia Empresarial - Conceitos, processos e modelo  
Edition: 2ª Year: 2006  
Local: Lisboa  
Publisher: Universidade Lusiada  
ISBN Code:

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Author(s): Stadler, Christian et all  
Title: Open Strategy: Mastering Disruption from Outside the C-Suite  
Edition: 1st edition Year: 2021  
Local: USA  
Publisher: MIT Press  
ISBN Code:

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Author(s): Freire, Adriano  
Title: Estratégia  
Edition: Year: 2004  
Local: Lisboa  
Publisher: verbo  
ISBN Code:

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### 24. Complementary Bibliography

Author(s): DÉTRIE, J.P., SANTI, M., DUSSAUGE, P., NEYRAUT, J.L. et al  
Title: STRATEGOR - Politique Générale D'entreprise  
Edition: 10ª edição Year: 2004  
Local: Paris  
Publisher: InterÉditions, Paris, (versão portuguesa Dom Quixote)  
ISBN Code:

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Author(s): Joan Magretta  
Title: Understanding Michael Porter: The Essential Guide to Competition and Strategy  
Edition: 1st edition Year: 2011  
Local:  
Publisher: Harvard Business Review  
ISBN Code:

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| Ficha técnica MIP / MIP Datasheet |                                                                       |
|-----------------------------------|-----------------------------------------------------------------------|
| Título / Title                    | Course Unit Program 'ESTRATÉGIA EMPRESARIAL': Academic Year 2025/2026 |
| Autor / Author                    | Prof. Doutor MÁRIO ALEXANDRE GUERREIRO ANTÃO                          |
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