



UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Business Strategy

Academic Year 2023/2024

1. Organic Unit

Faculty of Business and Economic Sciences

2. Course

Marketing

3. Cycle

1st

4. Course Unit

Business Strategy (V1028)

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 NUNO TIAGO CLÁUDIO LEITÃO BAPTISTA

12. Assistants

13. Teaching Language

Portuguese

14. General Objectives

To enable students to analyze and formulate a business strategy, as well as to implement it, evaluate and control.

15. Specific Objectives

Present the most common models for the development of a business strategy and its application in different contexts, before an analysis of the organizational environment.

16. Skills to be acquired

It is expected that at the end of the course, students will be able to:

- Investigate involving and determining factors in the definition of business strategy
- Identify which business development model best applies to each organization;
- Implement strategic actions and monitor their evolution, identifying corrections or improvements against the defined goals.

17. Teaching Methodology

Exposition method of the theoretical contents defined in the UC program.

Analysis and discussion of texts and scientific articles.

Discussion of practical cases (real and fictional). It is intended that students develop their ability to reason about concrete problems of business strategy.



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18. Course Unit Program

1. Introduction to strategic management
 - 1.1. Day-to-day management and strategic management
 - 1.2. Evolution of business strategy
 - 1.3. The strategic management process
 - 1.4. Benefits of strategic management
2. Objectives and strategy
 - 2.1. Vision, mission and strategic intent
 - 2.2. Strategic objectives
3. Analysis of the surrounding environment
 - 3.1. Macro environment
 - 3.2. Micro environment
4. Company analysis
 - 4.1. SWOT Analysis
 - 4.2. The value chain
 - 4.3. Resources and capabilities
 - 4.4. Core competencies and competitive advantages
5. Business strategy
 - 5.1. Formulation of the strategy
 - 5.2. Porter's generic strategies
 - 5.3. Strategy and business model
6. Corporate strategy
 - 6.1. Strategic development
 - 6.2. Diversification
 - 6.3. Vertical integration
 - 6.4. Acquisitions and mergers
 - 6.5. Strategic outsourcing
 - 6.6. Parental advantage
7. Internationalization
 - 7.1. Benefits and risks of internationalization
 - 7.2. International competitiveness
 - 7.3. Stages of internationalisation
 - 7.4. Forms of internationalisation
8. Implementation of the strategy
 - 8.1. Organisational structure
 - 8.2. Planning and allocation of resources
 - 8.3. Leadership, culture and management styles
9. Evaluation and monitoring of the strategy
 - 9.1. The process of evaluating and monitoring the strategy
 - 9.2. Strategy evaluation criteria
- 9.1. Quantitative and qualitative analysis
10. Ethics, social responsibility and sustainability
 - 10.1. Ethics
 - 10.2. Social responsibility



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10.3. Corporate sustainability

10.4. Corporate governance

19. Assessment Methods

Continuous assessment includes taking (i) two written tests; (ii) the elaboration of a practical work (in group)

20. Didactic Resources

Bibliography
Scientific articles
Case Studies

21. Sustainability Objectives

The topic of sustainability integrates the curricular content of the UC, so all the objectives of sustainable development will be addressed. In this sense, the UC contributes to the pursuit of all of them.

SDG 1, SDG 2, SDG 3, SDG 4, SDG 5, SDG 6, SDG 7, SDG 8, SDG 9, SDG 10, SDG 11, SDG 12, SDG 13, SDG 14, SDG 15, SDG 16 e SDG 17.

22. Keywords

Strategic formulation
Strategic Planning
Strategic analysis
Monitoring and evaluation of the stra



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23. Main Bibliography

Author(s): Teixeira, S.
Title: Gestão Estratégica
Edition: 2^a Year: 2020
Local: Lisboa
Publisher: Escolar Editora

Author(s): Freire, A.
Title: Estratégia. Criação de valor sustentável em negócios tradicionais e digitais
Edition: 1^a Year: 2020
Local: Lisboa
Publisher: Bertrand

Author(s): Jones, Hill, C. and Schilling, M.
Title: Strategic Management: Theory & Cases: An Integrated Approach
Edition: 12^a Year: 2016
Local: Nashville
Publisher: South-Western College Publishing

24. Complementary Bibliography

Author(s): Carvalho, J.
Title: Planeamento Estratégico: O seu guia para o sucesso
Edition: 2^a Year: 2013
Local: Lisboa
Publisher: Vida Económica

Author(s):
Title:
Edition: Year:
Local:
Publisher:



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