

STRATEGIC THINKING

COURSE DETAILS

Code	36285
Degree	1313.- Degree in Business Management Entrepreneurship
Mention	Business creation and management
Character	Entrepreneurship
Year	3rd
ECTS	3

Professor

Name	Department	Tutorials
Ismael ABEL VALLÉS	Marketing & Market	Tuesday 14:00 to 15:00 (by appointment)

SUMMARY

Strategic Thinking is a course scheduled during the second semester of year 3. This course is needed in order to provide the students with the concepts and know-how of the process of Strategic Thinking, and its application to business projects creation, development and implementation.

Accurate, reliable and creative Strategic Thinking is crucial for creating (competitive and sustainable), value in any business and entrepreneurial situation, competing in a global and fast-changing business world and open economy.

The objective of this course is to provide students with a complete understanding of models, maps and tools for assessing the Skills of a Strategic Thinker:

- Seeing the Big Picture
- Articulating Strategic objectives
- Identifying relationships, patterns and trends
- Getting creative
- Analyzing information
- Prioritizing your actions
- Making trade-offs

PRIOR KNOWLEDGE

Relation with other topics of the degree: Entrepreneurial Culture, Creativity & Innovation Skills.

COMPETENCES

BASIC COMPETENCES:

- GP.1 – Teamwork
- GP.3 – Critical thinking and analysis
- GS.1 – Self study
- GS.2 – Adaptation
- GS.3 – Creativity
- GS.4 – Leadership
- GS.5 – Initiative and entrepreneurial spirit
- GS.8 – Coordination
- GI.1 – Analysis and synthesis
- GI.2 – Organization and planning
- GI.6 – Ability to search and analyze information from varied resources
- GI.7 – Problem solving
- GI.8 – Decision making
- GI.10 – Effective communication and presentation of complex concepts

SPECIFIC COMPETENCES:

- EG.5 - Knowing the general characteristics and fundamentals of management and business organization, and how to use the available tools to analyze and design policies and business strategies, considering the global scope of business and assessing the effects of these strategies not only on the activity and business performance, but also in the short- and long-term socio-economic environment
- EA.29 - Learning to set goals and strategies at different levels of the organization and assessing the achievement's implications and needs
- EA.30 – Having the ability to plan, organize, monitor and evaluate the implementation of business strategies
- EA.31 - Understanding and evaluating the features and usefulness of different business strategies, both at the competitive and corporate level

EA.35 - Knowing the different profiles of entrepreneurs and building up plans to create effective business, while establishing the required conditions to implement them

EA.36 - Recognizing the key factors of business competitiveness, without forgetting the drivers for the sustainability of the economic activities.

EA.64 - Achieving the capacity for analysis and decision-making on product portfolio or services, while understanding its impact on value creation

LEARNING OUTCOMES

- Knowing the main techniques for Strategic Thinking
- Understanding the development process of strategic thinking and its application to business development.
- Knowing how to transfer the principles of creativity and innovation into different business realities
- Applying strategic thinking technics and creativity in the design and development of business projects.
- Knowing how to use the mind mapping methodology and its relationship with strategic maps for the development of entrepreneurial projects.
- Understanding the relationship between strategic thinking and innovation
- Developing skills to be able to interact with all members of the company, for the development of business projects

COURSE CONTENTS

Topic 1. Introducing the Strategic Thinking Model

1.1.- Principles of Strategic Thinking. How to think strategically. From thinking to Strategic Thinking.

1.2. Global trends facing up to a changing world

1.3. An overview of thinking strategically: introduction to Strategic Thinking

Topic 2. Strategic Thinking Styles

2.1. The way we think: The Brain Tour & Where do good ideas come from?

2.2. The Thinking Styles

2.3. How to prepare a solid argument

Topic 3. Mental maps and strategic thinking

- 3.1. What's Mind Map?
- 3.2. How do you create a Mind Map?
- 3.3. Mind Mapping for Strategic Thinking

Topic 4. See the big strategic picture

- 4.1.- Innovation Ecosystems
- 4.2.- Smart Specialization Strategy in Europe
- 4.3.- Match your innovation strategy to your ecosystem

Topic 5. Get Creative & Innovative for developing your Strategic Thinking

- 5.1.- Creativity techniques for Strategic Thinking
 - Design Thinking
 - Blue Ocean Strategy
- 5.2.- Building Innovative organizations
 - Diagnosis and assessment to build intelligent organizations

Topic 6. Strategic Thinking & Decision Tools

- 6.1. Strategic Thinking vs. Strategic Doing
 - Agile Management. Kanban.
- 6.2. Strategic decisions tools
- 6.3. Strategic Maps
 - Roadmapping by IfM U. Cambridge.

WORKLOAD

ACTIVITIES	HOURS	ATTENDANCE REQUIRED
Lectures	14	Yes
Practical sessions	14	Yes
Exam	2	Yes
Group assignments preparation	15	No
Individual assignments preparation	5	No
Self-preparation and study for evaluation activities	10	No
Self-preparation and study for assignments and lectures	10	No
Self-preparation and study for practical sessions	5	No
TOTAL	75	

TEACHING METHODOLOGY

Lectures

The teacher will highlight the main issues and those of a more difficult comprehension. He will solve typical examples and he will guide the evolution of the students through the contents available in the virtual classroom and in the recommended bibliography. By the end of each class, the necessary contents for the next session will be remarked, so that the students can be prepared for the next class.

Practical sessions

They will be focused on two aspects: theoretical/practical problems and computer based problems.

- Theoretical/practical problems. The teacher will solve exercises and will propose some others that the students will have to solve for the next session.
- Computer based problems. They consist on the formulation of economical situations that the students will have to be able to lay out in a model before

solving and presenting them. The teacher will previously solve some models and will propose the execution of others for the forthcoming sessions. In each class, the student will have to be able to defend the suitability of his/her own model and the decisions to be taken, facing the results. Out of these kind of problems, the teacher will propose the development of teamwork.

Teamwork

Lectures and practical sessions will be completed with individual and group assignments in which several problems will be laid out, solved with the adequate software and utterly the solutions will be analyzed. Specifically, there is a group assignment related to the business project laid out in the first semester. Whenever it's possible, the students will work on a certain planning of this business project.

EVALUATION CRITERIA

Evaluation is composed by two parts, 40% Continuous Evaluation, 60% Theory Exam. The student has to pass each part with a minimum of 5 points out of 10.

Continuous assessment (40%)

- **CLASS PARTICIPATION & VOLUNTEER ACTIVITIES (10%)**
Attendance and participation are essential and all students are expected to participate. Intelligent and relevant discussions are expected from each student and it is an important part of the general evaluation of the course. Among other skills, class participation is very important to develop the ability to express and defend one's ideas. Volunteer activities will be suggested, they will contribute to get this 10%.
- **INDIVIDUAL SKILLS (10%)**
Capacity to provide solid arguments and convince others.
Attitude.
Excellence.
Writing style and communication skills.
Respect & rules:
 - Respect to people and equal treatment (gender, beliefs, religion, status...)
 - Mobile phones, computers and other electronic means, will be used only when the teacher considers it appropriate.
- **HOMEWORK (20%)**
Assignments are defined in order to cover all the concepts and learning take-aways. Assignments will be prepared individually or in group. The assignment schedule will be provided during the first week of class. Students will use the tools suggested by the teacher, to improve their team coordination and management,

Agile Methodologies and Kanban support tools may be used (the right use of any tool will be evaluated).

The assignments will be due at the date appointed.

Theory Exam (60%)

There will be one final Exam covering all topics of the course.

The final mark of the subject will be obtained by weighting the average of the exam (40%) with the continuous assessment (60%). A final grade of 5 (or more) is needed to pass the subject*.

Absences of more than **25%** of the scheduled sessions will mean that the student will score 0 for their continuous assessment.

Students failing in first examination session will have a second examination date. Continuous evaluation (60% of total grade) requires attendance and participation and therefore will not be recoverable*. As a consequence, for this component the student will maintain the grade received during the first evaluation session.

*However, **if the exam is failed, the final mark obtained after applying the prior weighting will be a maximum of 4.5**. Thus, if the exam is less than 5 and after applying the weighting the final mark is greater than 4.5 it will remain at that 4.5. If, on the other hand this grade is less than 4.5, the grade obtained will be maintained. The exam will be recoverable at the end of the semester (in the 2nd sitting).

SECOND EXAMINATION SESSION NOTICE

Students failing in first examination session will have a second examination date. Continuous evaluation (50% of total grade) requires attendance and participation and therefore will not be recoverable. As a consequence, the student will maintain the grade received in first examination session.

RE-REGISTRATION AFTER FAILING IN SECOND EXAMINATION SESSION ¹

Those students re-registering in the course will receive detailed instructions from Professor with regards to the continuous evaluation section, schedule restrictions and tutorials.

RETAKE OF THE SUBJECT - Students following the subject for a second year

Those students that didn't pass the subject in 1st or 2nd take and who **are not retaking the whole year**, will have to sign up for the subject again. They will have the right for a 3rd and a 4th take. Their evaluation will consist on:

¹Second registration of the subject

Syllabus

2021 - 2022

- Continuous assessment: It will have a weight of 20% in the final mark and it will consist on an Excel Solver based problem solving and a set of hand-written problems deliverable. Students will receive specific instructions about these problems and must contact the professor within the first three weeks from the beginning of the term.
- Exam: The final exam will weight 80% in the final mark.

GRAMMAR, ORTHOGRAPHY

Students must comply with the rules of writing, spelling and grammar in the development of their work and their assessment tests, formal aspects that will be taken into account in the evaluation of them.

REFERENCES

Basic references:

BOOKS

- Bono E. "6 Thinking Hats". Penguin Books, 1990
- Buzan T. "Mind Maps for Business", Pearson, 2013
- Chan Kim, Renée Mauborgne. "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant", 2015
- Ghemawat P. "World 3.0. Global prosperity and how to achieve it", Harvard Business School Publishing, 2011
- Johnson S. "Where good ideas come from – The Natural History of Innovation", Riverhead Books, 2010

ARTICLES

- Done A., "Facing up a changing world", IESE Insight, issue 12, first quarter 2012
- Adner R., "Match your innovation strategy to your ecosystem" Harvard University Review, 2006
- Brown T. "Design Thinking". Harvard Business Review, 2008
- Seeling T. "Insights on creativity", 2012
- Vilà, J. "Managing Innovation via Strategic Initiatives". IESE, 2004
- Rao, J. Weintraub, J. "How innovative is your company culture?". MITSloan Management Review, 2013
- Kaplan R.S. and Norton D.P. "Having Trouble with Your Strategy? Then Map It", Harvard Business Review, September-October 2000
- Phaal R. "Roadmapping for strategy and innovation. Robert Phaal". Center for Technology Management. Institute for Manufacturing, University of Cambridge. 2004.

Extra references:

- https://european-union.europa.eu/index_en
- <http://s3platform.jrc.ec.europa.eu/>
- <http://www.tonybuzan.com/>