

ACADEMIC YEAR: 2025/2026	ADVANCED MANAGEMENT TOOLS		
	SUBJECT CODE: 15329	SEMESTER: ANNUAL	TYPE: MANDATORY
CREDITS	6 ECTS		
STUDENT WORKLOAD	Contact Hours	Personal and/or Teamwork	Evaluation
	60	85	5
TEACHING LANGUAGE	English		
CO/PREREQUISITE	None		
SPECIALISM	ALL		
MODE OF DELIVERY	In-person		
FACULTY	COLL, Josep M ^a DEVENIN, Verónica MASSA-SALUZZO, Federica MANGANELLI, Anton Giulio NOGUERA, Ramon		
COURSE DESCRIPTION	<p>This foundational module is common to all MUGE options and equips participants with the conceptual frameworks and analytical tools needed to navigate the complexity of modern business environments. Designed for future leaders operating at the intersection of strategy, economics, and global affairs, the course brings together strategic inquiry, geopolitical awareness and a strong emphasis on sustainability and responsible management. It is structured around two interrelated components: Strategic Management and Global Compass.</p> <p>The Strategic Management section develops participants' ability to think critically and systemically about corporate strategy in a world of accelerating change and in need of positive impacts. Rather than focusing on prescriptive models or static answers, the course emphasizes the art of asking the right questions—those that reveal the underlying logic of a firm's positioning, capabilities, and long-term viability. Students will learn to diagnose strategic challenges, assess competitive dynamics, and explore how digital transformation, platform business models, and data-driven decision-making are reshaping the strategic landscape across industries.</p> <p>The Global Compass component provides a structured lens through which to interpret the evolving socio-economic and geopolitical environment in which firms operate. Participants will examine the behavior of key actors - governments, multinationals, civil society, and supranational institutions - and assess how macroeconomic trends, trade flows, regulatory shifts, and political tensions influence business strategy and risk. Special attention is given to the fragmentation of global governance, the rise of economic nationalism, and the strategic implications of climate policy, energy transition, and technological decoupling. Students will be encouraged to develop a nuanced understanding of how global interdependence and systemic shocks -from pandemics to conflicts - affect both local operations and global value chains.</p> <p>Throughout the module, participants will be challenged to connect strategic insight with global awareness and ethical responsibility. They will leave with a sharpened ability to interpret complexity, anticipate disruption, and lead with clarity and conviction in an uncertain world.</p>		
LEARNING OUTCOMES	KNOWLEDGE	RAK2	Evaluate how the different functional areas of a company operate, their interdependencies and synergies, in order to identify ways to enhance organizational success.
		RAK6	Interpret the main macroeconomic, geostrategic and environmental variables that shape the global business landscape.
	SKILLS	RAS1	Develop critical, analytical, systemic and forward-looking skills to effectively address complex business problems.
		RAS3	Create innovative solutions that integrate sustainability principles into business strategies, assessing environmental impacts and reducing the ecological footprint.
		RAS7	Incorporate cutting-edge technological solutions in their relevant areas of practice, taking into account relevant ethical considerations.

		RAS8	Build relationships with different stakeholders to foster long-term collaboration and maximize the positive impact of organizational outcomes.
	COMPETENCES	RAC1	Cultivate a global mindset that facilitates internationalisation.
		RAC7	Lead sustainable transformation through new technologies and sustainable business models, demonstrating a long-term commitment to environmental and social responsibility.
SDGS ADDRESSED	<input checked="" type="checkbox"/> SDG 1 – No Poverty <input checked="" type="checkbox"/> SDG 2 – Zero Hunger <input type="checkbox"/> SDG 3 – Good Health and Well Being <input type="checkbox"/> SDG 4 – Quality education <input checked="" type="checkbox"/> SDG 5 – Gender equality <input type="checkbox"/> SDG 6 – Clean water and sanitation <input type="checkbox"/> SDG 7 – Affordable and clean energy <input checked="" type="checkbox"/> SDG 8 – Decent work and economic growth <input checked="" type="checkbox"/> SDG 9 – Industry, Innovation, Technology and Infrastructure <input type="checkbox"/> SDG 10 – Reduced inequality <input type="checkbox"/> SDG 11 – Sustainable cities and communities <input checked="" type="checkbox"/> SDG 12 – Responsible consumption and production <input checked="" type="checkbox"/> SDG 13 – Climate action <input type="checkbox"/> SDG 14 – Life below water <input type="checkbox"/> SDG 15 – Life on land <input checked="" type="checkbox"/> SDG 16 – Peace, justice and strong institutions <input type="checkbox"/> SDG 17 – Partnerships for the goals		

TEACHING METHODS	<input checked="" type="checkbox"/> AF01-Lectures <input type="checkbox"/> AF02-Videos or videoconferences <input type="checkbox"/> AF03-Discussion groups or forums <input type="checkbox"/> AF04-Multimedia production <input checked="" type="checkbox"/> AF05-Reading texts and preparing reports. <input type="checkbox"/> AF06-Analysis of data or processes <input type="checkbox"/> AF07-Search for bibliographic information <input type="checkbox"/> AF08-External visits <input type="checkbox"/> AF09-Internships at centers or companies <input checked="" type="checkbox"/> AF10-Applied activities or exercises <input type="checkbox"/> AF11-Elaboration of glossaries or wikis <input type="checkbox"/> AF12-Roleplay and simulations <input type="checkbox"/> AF13-Workshops or seminars <input type="checkbox"/> AF14-Practical or laboratory activities <input checked="" type="checkbox"/> AF15- Personal study of contents <input type="checkbox"/> AF16- Development and synthesis <input type="checkbox"/> AF17- Intervention, research or interviews <input checked="" type="checkbox"/> AF18- Practical analysis of cases <input type="checkbox"/> AF19- Online interactive activities <input checked="" type="checkbox"/> AF20- Oral presentations <input checked="" type="checkbox"/> AF21- Exams or tests <input type="checkbox"/> AF22- Correction of exercises and follow-up <input type="checkbox"/> AF23- Portfolios or reflective diaries <input type="checkbox"/> AF24-Tutorials <input type="checkbox"/> AF25-Others	
STUDENT ASSESSMENT	SE01 - Class Participation SE02 - Continuous monitoring of work SE04 - Written Examination SE05 - Projects & activities	(10% min - 30% max) 0% (10% min - 60% max) (10% min -60% max)
GRADING SYSTEM	Please refer to the Academic Regulations for the grading system used in the Programme and further details and for information concerning absences, participation in class, plagiarism, etc.	

