

STRATEGIC MANAGEMENT

COURSE DETAILS

Code	36261
Degree	Degree in Business Management
Mention	Business creation and management
Itinerary	Entrepreneurship
Year	2 nd
ECTS	9

PROFESSORS

Name	Department	Tutorials
Jorge Villagrasa Christian Felzensztein	Business Administration	Wednesdays from 16,00 to 18,00. On request (by email) depending on availability.

SUMMARY

Strategic Management is a compulsory training subject, taught during the first and second semesters of the second year of the degree in *Business Management*. It is affiliated to the *Business Organization Area* and consists of a total of 9 ECTS.

To respond to the demands of the degree, it is proposed a program that provides the student with the basic knowledge necessary to study the current approaches of the *strategic management*, applying a comprehensive and integrative approach to the analysis and business decisions related with the strategy.

And it is that, through this *strategic management*, the people in charge of managing the companies are able to guide the course and development of them, seeking the balance between development and long-term survival, and profitability and the achievement of short-term objectives.

To apply this *strategic management* in professional practice, the student must deeply assimilate the processes of analysis, formulation, control and strategic decision in order to understand the complete process of *strategic management*.

At the end of this course the student will be able to understand the phenomenon of differences in business results of companies located in the same context.

PRIOR KNOWLEDGE

No prior knowledge of the subject is required.

COMPETENCES

With the subject *Strategic Management*, it is intended that the student develops the following competences:

- Know how to perform a strategic assessment in complex and uncertain environments, using appropriate methodologies to face them.
- Ability to make decisions in an environment of certainty and uncertainty and to analyze formal and informal contracts and risk sharing.
- Understand the impact of economic, political-legal, socio-cultural and technological variables on business activity.
- Know how to approach goals and strategies at different levels of organization as well as assess the implications and needs for their achievement.
- Ability to plan, organize, control and evaluate the implementation of business strategies.
- Know how to contextualize the principles of business management and the design and implementation of strategies in international business.

The development of skills acquired by the student relates to the following specific competence of the degree in *Business Management*:

- To know the characteristics and fundamentals of management and general business organization, and how to use instruments and tools available for analyzing and designing policies and business strategies, taking into consideration the international business field and knowing how to evaluate the effects of such strategies on activity and business performance and the socioeconomic environment in the short and long term.

The development of skills acquired by the student relates to the following generic instrumental skills of the degree in *Business Management*:

- Ability to analyze and synthesize.
- Ability to organize and plan.
- Oral and written communication in the native language.
- Ability to use English in the professional field.
- Ability to use ICT in the field of study.
- Ability to analyze and seek information from various sources.
- Ability to make decisions.

The development of skills acquired by the student relates to the following generic personal skills of the degree in *Business Management*:

- Ability to work as a team.
- Criticism and self-criticism capability.
- Ability to manage time effectively.

The development of skills acquired by the student relates to the following generic systemic skills of the degree in *Business Management*:

- Ability to adapt to new situations.
- Creativity.
- Leadership and mobilization capability of other.
- Ability to coordinate activities.

LEARNING OUTCOMES

In accordance with the provisions of the study plans of the degree in *Business Management*, the learning results described for the subject of *Strategic Management* are the following:

- Know the key aspects of strategic management processes.
- Perform a strategic assessment using analytical techniques, identifying and critically evaluating internal and external information of the organizations.
- Establish goals and action lines indifferent levels of the organization, consistent with a diagnosed context.
- Take into account the implications of decisions and strategies of the firm on other actors (stakeholders) or on the environment.
- Provide the means and resources (human, technical or financial) needed and know how to manage them for the correct implementation of the strategies.
- Take into account the context of international business when she / he proposes decision making, objectives, actions, plans or strategies.
- Work as a team effectively with others.
- Present and communicate effectively the results of work or analysis performed, both orally and in writing.
- Manage and understands the literature and documentation in English.
- Solve tasks or perform work in the allocated time while maintaining the quality of the result.
- Propose and evaluate corporate actions with a socially responsible perspective

COURSE CONTENTS

PART I: INTRODUCTION TO STRATEGIC MANAGEMENT

Unit 1. Introduction to the strategic process

- 1.1.** Origin of the strategic management and strategic attitude
- 1.2.** Strategy: Definition
- 1.3.** The process of strategic management
- 1.4.** Levels of strategy and strategic business units (SBU)

Unit 2. Strategic purpose

- 2.1.** Mission, vision, values and goals in a firm
- 2.2.** Property and management: Corporate governance
- 2.3.** Stakeholders and power mapping
- 2.4.** The strategy and its ethical and social responsibility: Corporate Social Responsibility (CSR)
- 2.5.** Cultural context: Strategy and corporate culture

PART II: THE PROCESS OF STRATEGY IMPLEMENTATION: ASSESSMENT, SELECTION, DESIGN AND CONTROL

Unit 3. Evaluation and selection of strategies

- 3.1.** Types of strategies: Corporate strategies vs competitive strategies
- 3.2.** Convenience
- 3.3.** Acceptability analysis
- 3.4.** Feasibility analysis
- 3.5.** Strategy selection

Unit 4. Implementation systems: planning and information systems

- 4.1.** Implementation decisions: factors
- 4.2.** The link between goals, strategy and planning
- 4.3.** The control process
- 4.4.** Planning and control systems: PPBS, MBO, BSC
- 4.5.** Information systems for decision making

Unit 5. Organization design

- 5.1. The design of the organization and its relationship with the strategy
- 5.2. Design variables
- 5.3. Contingency factors
- 5.4. Types of organizational structures
- 5.5. Job design
- 5.6. Fit of job design/human resources with firm strategies, environment, characteristics and capabilities

Unit 6. Human Resources Management

- 6.1. The importance of HR
- 6.2. HR uptake
- 6.3. HR motivation
- 6.4. HR development

PART III: THE PROCESS OF STRATEGIC ANALYSIS: INTERNAL AND EXTERNAL

Unit 7. External analysis in the evaluation of companies

- 7.1. General environment/macro-environment: PESTEL analysis
- 7.2. Competitive environment/micro-environment: Porter's 5 forces analysis
- 7.3. Intra-industry analysis: Strategic groups
- 7.4. Techniques for environment analysis: Foresight and scenarios method

Unit 8. Internal and integrated analysis in the evaluation of companies

- 8.1. Resources, capabilities and competitive advantage
- 8.2. Methods of internal analysis: VRIO, benchmarking and value chain analysis
- 8.3. Methods of integrated analysis: SWOT-CAME and BCG analysis

PART IV: STRATEGIC DECISIONS

Unit 9. Competitive strategies

- 9.1. Framework for designing strategies
- 9.2. Competitive arguments
- 9.3. Generic strategies: Cost leadership, differentiation and focus strategy
- 9.4. The strategic clock

Unit 10. Corporative strategies

- 10.1. Modes of strategic development: Organic development, external development and hybrid development
- 10.2. Direction of the strategic development: Market penetration, market development, product development and diversification
- 10.3. Types of diversification and its strategic implications
- 10.4. Lifecycle of firms and industries

WORKLOAD

PRESENTIAL ACTIVITIES	HOURS
Practice lessons (resolution of assignments, exercises, case studies, etc.)	60
Theoretical lessons (presentation of key contents)	30
Total Presential Activities	90
NON-PRESENTIAL ACTIVITIES	
Study, preparation and realization of exams	95
Autonomous work (individual and/or in teams)	40
Total Non-Presential Activities	135
TOTAL	225

TEACHING METHODOLOGY

In the process of teaching and learning *Strategic Management*, different teaching methods will be used. On the one hand, a didactic exhibition for the case of lectures will be used, although it will use other teaching methods, didactic forms of participation-seeking student involvement in the teaching-learning process. This second type of methods both drive interaction between teacher and student and among students themselves, and are suitable for the development of generic competencies. The methodology is as follows:

- Lectures: will be used primarily to present the course content specified above. Furthermore, as students will have a more active role in teaching-learning process and their autonomy should be empowered in this process, each topic will have a guiding framework that will enable them, through the consultation of the literature, to build their own study materials. The aim is to develop the following generic skills: analysis and synthesis of information, critical thinking, and ability to learn and work independently.
- Practice sessions: Those allow to implement and consolidate the knowledge acquired in lectures and to demonstrate the ability to work in group and interpersonal communication skills. It is further intended that these sessions help to improve the capacity of organization and planning of student work. Normally, the development of practical sessions will use the case method as the fundamental method, with the resolution, first individually and then in groups. We will also use other teaching methods, such as the analysis and discussion of readings in class or role-playing. In addition, the video will be used for the presentation of some practices.

EVALUATION CRITERIA

The evaluation of the students will be carried out through *continuous assessment* and *exam*:

1. Continuous assessment:

In this part, it will be valued the realization of several *academic assignments*, where it will be evaluated both *theoretical and practical contents similar to those presented in class*.

Continuous assessment *in no case will eliminate contents from the exam*. In addition, it could be assessed *individually or in groups* and will have a *weighting* in the final mark of 40%.

2. Exam:

This part could *combine both theoretical and practical contents*, but also *contents from all activities* carried out during the course such as readings, visits to companies, conferences, etc.

This part will be assessed *individually* and will have a *weight* in the final grade of 60%.

To be more specific:

- At the end of the first semester it will be held:
 - ✓ A partial exam (first partial exam), which will cover only the contents covered up to that moment.
 - And with which the student will be able to eliminate content for the exam held at the end of the second semester.
 - This will only happen if a 5 (or more) is obtained.
 - In this case, the average will be applied with the second partial exam (if this exam is passed too).

- At the end of the second semester it will be held:
 - ✓ A partial exam (second partial exam), which will cover only the content covered in the second semester.
 - This exam will only be carried out by the students who obtained a 5 (or more) in the first partial exam.
 - This exam will have to be passed with a 5 (or more) to do the average with the first partial exam. That is to say, if this exam is not passed, the overall grade of the student in the exams will be: failed.

 - ✓ And a final exam, which will cover the contents covered in the first and second semester.
 - This exam will only be carried out by the students who did not obtain a 5 (or more) or take the first partial exam.

The *continuous assessment is in-person and not recoverable*, therefore:

- *Class attendance is mandatory* (for an optimal follow-up of the subject), reason why the *absence to more than 15%* of the sessions will mean that the student *will not qualify the part of the continuous assessment*. Consequently, the *maximum mark* that could be reached by the student will be the one obtained in the *exam (with the aforementioned weighting of 60%)*.
- The *grade* obtained during the *continuous assessment* of the subject will be *maintained*, both in the *1st call and in the 2nd call*. On the contrary, the *grade of the exam will be recoverable* at the end of the semester (in the *2nd call*).

In order to pass the subject, an *average of 5 (or more)* must be obtained by the student in the *exam*.

- It is important to remember that this grade will only be obtained by the average of the two partial exams (first partial exam and second partial exam) if both partial exams are passed with a 5 (or more). If the first partial exam is failed, this grade will have to be obtained by the final exam. And if the first partial exam is passed but the second partial exam is failed, the overall grade of the student in the exams will be: failed.

The *final mark* of the subject will be obtained by *weighting the average of the exam (60%)* with the *continuous assessment (40%)*, having to obtain a *final grade of 5 (or more)* to surpass the subject.

The student who *enrolls for the second time in the subject and does not progress to the next academic course*:

- Will be in the same conditions as the student who enrolls for the first time; being applicable, in consequence, the evaluation criteria previously established.

The student who *enrolls for the second time in the subject and progresses to the next academic course*:

- In order to pass the subject, an *average of 5 (or more)* must be obtained by the student in the *exam*. The *final mark* of the subject will be obtained by *weighting the average of the exam (80%)* with the *continuous assessment (20%)*, having to obtain a *final grade of 5 (or more)* to surpass the subject.
- Its continuous assessment will be evaluated through the development of a *comprehensive academic assignment of the subject*. To do so, the student will *receive specific instructions* from the professors.

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

REFERENCES

Basic references

- ✓ Guerras, L.A. y Navas, J.E. (2007): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Cívitas, Madrid, 4ª edición.
- ✓ Iborra, M.; Dasí, A.; Dolz, C.; Ferrer, C. (2014): Fundamentos de Dirección de Empresas. Conceptos y habilidades directivas. Segunda Edición. Ed. Paraninfo, Madrid.
- ✓ Johnson, G., Whittington, R. & Scholes, K. (2011): Exploring Strategy. Text & cases, Prentice Hall, Essex, 9th edition.

Complementary references

• General nature

- ✓ Grant, R. (2006): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Civitas, 5ª edición (3ª en Civitas).
- ✓ Thompson, A., Peteraf, M., Gamble, J., Stickland, A. (2012): Administración Estratégica, McGraw Hill, México, 18ª edición.
- ✓ Ventura, J. (2008): Análisis Estratégico de la Empresa, Paraninfo, Madrid.

• Specific nature

- ✓ Dess, G.; Lumpkin, G.T.; Eisner, A.B. (2011). Administración estratégica: textos y casos. 5ª edición, Mc Graw Hill.
- ✓ Gómez-Mejía, L. R., Balkin, D. B., y Cardy, R. L. (2008): *Gestión de Recursos Humanos*, Prentice Hall, Madrid.
- ✓ Hodge, B.J., Anthony, W.P. y Gales, L.M. (2003): *Teoría de la organización. Un enfoque estratégico*. Editorial Prentice Hall Iberia.
- ✓ Laudon, K.C. y Laudon, J.P. (2004), *Sistemas de Información Gerencial*. Prentice Hall, México.
- ✓ Nonaka, I. y Takeuchi, H. (1999). *La organización creadora de conocimiento*. Ed. Oxford.