



IDENTIFYING DATA

Strategic management

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|---------------------|--|-----------|------|------------|
| Subject | Strategic management | | | |
| Code | V03G720V01512 | | | |
| Study programme | PCEO Grado en Administración y Dirección de Empresas/Grado en Derecho | | | |
| Descriptors | ECTS Credits | Choose | Year | Quadmester |
| | 6 | Mandatory | 5th | 1st |
| Teaching language | #EnglishFriendly Spanish English | | | |
| Department | | | | |
| Coordinator | Rodríguez Domínguez, María del Mar | | | |
| Lecturers | Guisado González, Manuel Rodríguez Domínguez, María del Mar | | | |
| E-mail | mrdguez@uvigo.es | | | |
| Web | | | | |
| General description | Students will gain knowledge about the concepts and necessary tools to perform business management under a perspective integrative and of strategic reflection. Issues related to the companies' strategic process, such as analysis, design, and strategic implementation, will be studied. | | | |
| | The subject of the program English Friendly: International students will be able to request to the professors assigned to the English group: a) material and bibliographic references in English, b) attend tutorial attendance in English, c) proofs and evaluations in English. | | | |

Training and Learning Results

Code

Expected results from this subject

| Expected results from this subject | Training and Learning Results |
|--|-------------------------------|
| Students will be able to identify the values, resources and capabilities of the company that allow the creation of sustainable advantages for stakeholders | |
| Students will be able to analyse the opportunities and threats of the firm's environment in order to make decisions in a certain industry/sector | |
| Students will be able to formulate the competitive strategies that are more suitable to answer to the challenges of the firm's environment and bearing in mind the Corporate Social Responsibility | |
| Students will be able to describe the development strategies of a firm and to choose the method that is to be used in each case | |
| Students will be able to integrate the different approaches and the diversity of each team member's vision to the undertaking of a shared project | |
| Students will be able to design both corporate and competitive levels of strategy for any firm within a work group | |

Contents

| |
|---|
| Topic |
| Basic concepts of Strategic Management |
| Business Mission Statement and Aims |
| Analysis of the General Environment |
| Analysis of the Competitive Environment |
| The Firm's Internal Analysis |

Planning

| | Class hours | Hours outside the classroom | Total hours |
|----------------------|-------------|-----------------------------|-------------|
| Lecturing | 22.5 | 36 | 58.5 |
| Case studies | 27.5 | 31 | 58.5 |
| Essay questions exam | 2.5 | 30.5 | 33 |

*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies

| | Description |
|--------------|--|
| Lecturing | Exhibition by professor of the contents on the subject, theoretical bases and/or guidelines of a work, exercise that the student has to develop |
| Case studies | Analysis of a fact, problem, or actual event with the purpose to know it, interpreting it, resolving it, generating hypotheses, contrasting data, thinking about, completing knowledge, diagnosing it, and training in alternative procedures of solution. The students of GE will have the right to be evaluated by this methodology although he/she does not attend the practical classes. This evaluation will consist of two proofs: individual Examination in the assessment of practice competencies and individual project on practices, consistent with tasks proposed specifically in Moovi, to deliver on the date of the official announcement. |

Personalized assistance

| Methodologies | Description |
|---------------|--|
| Lecturing | Exhibition by part of the professor of the contents on the matter object of study, theoretical bases and/or guidelines of a work, exercise that the student has to develop. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment. |
| Case studies | Analysis of a fact, problem or real event with the purpose to know it, interpret it, resolve it, generate hypothesis, contrast data, think about, complete knowledges, diagnose it and train in alternative procedures of solution. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment. |

| Tests | Description |
|----------------------|--|
| Essay questions exam | Proofs that include open questions about a subject. The students must develop, relate, organize and present the knowledges that they have about the subject in an extensive answer. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment. |

Assessment

| | Description | Qualification Training and Learning Results |
|----------------------|--|---|
| Case studies | Analysis of a fact, problem or real event with the purpose to know it, interpret it, resolve it, generate hypothesis, contrast data, think about, complete knowledges, diagnose it and train in alternative procedures of solution | 30 |
| Essay questions exam | Proofs that include open questions about a subject. The students must develop, relate, organize and present the knowledges that they have about the subject in an extensive answer. This evaluation consist of two exams to evaluate the Part I (35%) and Part II (35%). | 70 |

Other comments on the Evaluation

All the specifications about the evaluation will be clearly detailed on Moovi, in the document 'Conditions of the subject' at the beginning of the course.

The dates and hours of the official examinations (first and second call) are the specified in the exams calendar approved by Xunta de Facultade for the present academic course, and will be able to consult on the website of the faculty: <http://fccee.uvigo.es/>

The students will be able to choose to be evaluated under a continuous assessment frame (EC), or alternatively a non-continuous assessment frame (EG). The assessment by default is the EC. The election of EG supposes the renunciation of the right to be evaluated under EC and the qualifications obtained until this moment. Independently of the modality of evaluation (continuous or global), it is necessary to have at least a 5 (over 10) in each test/evidence of evaluation to pass the subject. Equally, all the tests/evidence are liberatory for all the calls of the present course. Students can take the exam

with the part that has been failed in the official calls to pass that part.

CONTINUOUS ASSESSMENT (EC)

The EC will be considered when the student has attended and participated actively in more than 80% of the practical classes and has delivered 100% of the cases proposed in the practical sessions. In case of unattendance of the 80% of the practical sessions, it will be understood that the student has opted for EG.

For the students under EC, the absence of some face-to-face practice by a justified cause (inside the percentage to keep the EC) will lead to the students to do and present individually the corresponding case of that practical for students of EG.

The test/evidence of evaluation for the assessment EC will be the following:

1. Practical cases developed in group in the face-to-face sessions of practices (30%): 70% result of the case + 30% active participation in the group. 2. Individual examination for evaluation contained Part I (35%) 3. Individual examination for evaluation contained Part II (35%) All the EC tests/evidence will be done during the first four-month period.

GLOBAL EVALUATION (EG) The EG is headed to students that opt by this modality of evaluation or students that have not met the EC conditions. The students of EG will have the right to be evaluated for the practical classes, although they do not attend them. This evaluation will consist of an individual Examination for practices and an individual work for the practices proposed specifically on Moovi, that should be delivered on the date of the official examination.

The EG consists of the following test/evidence of evaluation, only in official announcements, that will conform 100% of the qualification (10 on 10), with the following weighting:

1 Individual examination for evaluation contained Part I (35%) 2. Individual examination for evaluation contained Part II (35%) 3. Individual examination for evaluation of practices (15%) 4. Individual work on practices (15%) - work proposed specifically on Moovi, to be delivered on the date of the official examination.

FIN DE CARRERA CALL

In the fin de carrera call, the evaluation will consist of the following tests, that will conform 100% of the qualification (10 on 10), with the following weighting:

1. Individual examination for evaluation contained Part I (35%) 2. Individual examination for evaluation contained Part II (35%) 3. Individual examination for evaluation of practices (30%)

In the Fin de Carrera call, the student must obtain a minimum of 5 in each proof of evaluation to surpass the subject.

The students that do not participate in the EC neither in the EG, will have the qualification of "no presented". It will be considered that students who have done any of the activities/tests of evaluation are under EC.

With independence of the assessment modality or call, students must take into account the Title VII (on the use of illicit means), of the Regulamento da Avaliação, calificação e a qualidade da docência e do processo de aprendizagem (available on the link <https://secretaria.uvigo.gal/uv/web/normativa/public/normativa/documento/downloadbyhash/4904ced4d24eb81fe5715ddde2c48c59c0a7c4d624cd0e7491df7a753985ccfa>)

Tutorial attendance with prior appointment

Sources of information

Basic Bibliography

Fernández Sánchez, E. y Ramírez Alesón, M., **Fundamentos para la toma de decisiones estratégicas de la empresa**, 978-84-368-4381-1, Pirámide, 2021

Navas López, J.E. y Guerras Martín, L.A., **Fundamentals of Strategic management**, 978-8491977605, 1st, Civitas-Thompson Reuters, 2013

Navas López, J.E. y Guerras Martín, L.A., **La Dirección Estratégica de la Empresa: Teoría y Aplicaciones**, 978-8447053001, 6ª, Civitas-Thompson Reuters, 2022

Grant, Robert, **Dirección Estratégica. Conceptos, técnicas y aplicaciones**, 9788447046539, 1ª, Civitas-Thompson Reuters, 2014

Johnson, G; Scholes, K.; Whittington, R., **Fundamentos de Estrategia**, 9788483226452, 1ª, Pearson, 2010

Johnson, G.; Whittington, R. et. al., **Exploring Strategy: Text and Cases**, 978-1292282459, 10th, Pearson, 2013

Complementary Bibliography

Guerras Martín, L.A y Navas López, J.E., **Casos de Dirección Estratégica**, 978-84-1308-975-1, 5ª, Civitas-Thompson Reuters, 2014

Ribeiro et al., **Cases of Strategic Direction**, Pearson Education, 2012

Recommendations

Subjects that continue the syllabus

International strategic management/V03G020V01603

Subjects that it is recommended to have taken before

Business: Basics of management/V03G020V01102

Business: Business management/V03G020V01203

Marketing Management I/V03G020V01403
Operations management/V03G020V01302
Human Resources management/V03G020V01303

Other comments

This subject is taught in the PCEO of the double degree ADE-Derecho in the 5th course, 1st term, by professors: María del Mar Rodríguez Domínguez and Manuel Guisado González
