



IDENTIFYING DATA

Strategic management

Subject	Strategic management			
Code	004G020V01503			
Study programme	Grado en Administración y Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	1st
Teaching language	Spanish Galician English			
Department				
Coordinator	Rodríguez-Toubes Muñiz, Diego			
Lecturers	Carlos Villamarín, Pablo de Rodríguez-Toubes Muñiz, Diego Vázquez Abad, Jesús			
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Web				
General description	The main objective of the Strategic Management is the description of the strategic process in companies through the analysis, design and strategic implementation. It will enable students to identify and analyze the relevant factors in order to establish strategies in companies and institutions that allow them to be competitive in the market. The student must be able to design an appropriate strategic plan to respond to environmental challenges and meet business objectives. English Friendly subject: International students may request from the teachers: a) materials and bibliographic references in English, b) tutoring sessions in English, c) exams and assessments in English.			

Training and Learning Results

Code	
B1	Ability to analyse and synthesise
B2	Critical and self-critical thinking
B5	Oral and written communication skills.
B8	Capable of fluent communication within the student's context including interpersonal skills such as active listening, negotiation, persuasion and presentation
B9	Ability to work effectively within a team
B10	Issue assessment reports on specific situations regarding companies and markets
B11	Design global management projects or projects related to the functional areas within a company
B13	Capacity for learning and independent work
B14	Capacity to apply the theoretical and practical knowledge acquired in a specialised academic context
C1	Acquire and understand knowledge regarding: the relationships between the different subsystems that make up the business system
C3	Acquire and understand knowledge regarding: Internal aspects, functions and processes of organisations including their nature, structure, direction, operation and management
C5	Acquire and understand knowledge regarding: The relationship between the business and its surroundings, evaluating its impact on business strategy, behaviour, management and sustainability
C11	Make strategic decisions using different types of business models
C12	Solve problems effectively and make decisions using the appropriate quantitative and qualitative methods, including the identification, expression and solution of business problems
C13	Mobility and adaptability to different contexts and situations
D1	Effective personal management in terms of time, planning and behaviour, motivation and initiative both as an individual and as a member of the business community
D2	Capacity for leadership, including empathy with others
D3	Responsibility and the capacity to take on commitments
D4	Ethical commitment in work

Expected results from this subject

Expected results from this subject	Training and Learning Results		
Students will be able to Identify the values, resources and capacities of the enabling company to creation of sustainable advantages stop the stakeholders	B1 B14	C1 C3 C5	
Students will be able to analyze the opportunities and threats that exposes the external surroundings for it takes of decisions in a specific sector	B1	C5 C11 C12 C13	
Students will be able to formulate the competitive strategies more suitable to answer the challenges of the surroundings within the scope of a company and taking into account the corporate social Responsibility		C3 C11	D4 D5
Students will be able to describe the developmental strategies of a company and the methods employees	B1 B13 B14	C11	
Integrate the different approaches of the theory and the distinct personal visions of one instrument of work in the realization of one project common	B1 B2 B5 B8 B9 B13	C1 C3 C5 C13	D1 D2 D3
Students will be able to design in a team the competitive and corporate strategy of a specific company	B5 B8 B9 B10 B11	C1 C11 C12	D1 D5

Contents

Topic

1. Fundamentals of Strategic Management	1. Basic concepts of the Strategic Management 2. The creation of value 3. The corporate social responsibility 4. Mission and company objectives
2. The general enviroment of the company	1. Analysis of the general enviroment 2. Techniques for analyzing the general environment
3. Specific enviroment of the company	1. The competitive enviroment 2. The five forces model 3. Strategic groups
4. The internal analysis of the company	1. Diagnostic techniques 2. Analysis of resources and capacities
5. Competitive advantages and strategies	1. Basic competitive advantages 2. Creating a competitive advantage 3. Sustaining a competitive advantage
6. Strategy development: Directions and methods of development	1. Expansion strategy 2. Diversification strategy 3. Methods of development
7. Evaluation and implementation of strategies	1. Evaluation and organisational change 2. Organisational culture

Planning

	Class hours	Hours outside the classroom	Total hours
Case studies	22.5	22.5	45
Project based learning	5	20	25
Flipped Learning	22.5	25.5	48
Objective questions exam	2	15	17
Case studies	1	3	4
Essay	1	10	11

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

Methodologies

Description

Case studies	Presentation of cases stop his analysis and discussion in kind in the average groups. Continuous evaluation: minimum of mandatory assistance of 80% global Evaluation: assistance no mandatory
Project based learning	Realization of one project in the kinds of the small groups. Continuous evaluation: minimum of mandatory assistance of 80% Global Evaluation: assistance no mandatory
Flipped Learning	Some learning activities will be carried out outside the classroom, and other processes of acquisition and practice of knowledge will be facilitated and enhanced with the presence of the teacher

Personalized assistance

Methodologies	Description
Case studies	Time reserved to guide, supervise, attend and solve doubts of the students during the realization of the activities proposed. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement
Project based learning	Time reserved to guide, supervise, attend and solve doubts of the students during the realization of the activities proposed. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement
Flipped Learning	Time reserved to guide, supervise, attend and solve doubts of the students during the realization of the activities proposed. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement

Assessment

	Description	Qualification	Training and Learning Results		
Objective questions exam	Tests that evaluate the knowledge including closed questions with different answer alternatives (true / false, multiple choice, pairings of elements ...). Students select a response from a limited number of possibilities	40	B1 B5 B13	C1 C3 C5 C12	D1
Case studies	The student must analyze real cases for the purpose of knowing, interpreting, solving, generating hypotheses, contrasting data, reflecting, completing knowledge, diagnose and train in alternative solution procedures.	40	B1 B2 B9 B10	C11 C12 C13	
Essay	Project elaborated on a topic and must be written following established norms.	20	B1 B2 B5 B8 B9 B10 B11	C11 C12 C13	D2 D3 D4 D5

Other comments on the Evaluation

Test 1: Case studies. **Description:** the works, exercises and practices delivered on time through the Moovi platform will be graded throughout the course. Realization in medium groups. **Grade:** 40% of the grade of the subject

Test 2: Work/project. **Description:** Realization of a project on a topic. If you will grade the work developed throughout the course and the final delivery with the presentation. Realization in small groups. **Grade:** 20% of the grade of the subject.

Test 3: Examination of objective questions. **Description:** Tests that support the knowledge that include closed questions with different answer alternatives (true / false, multiple choice, matching of elements ...). **Grade:** 40% of the grade of the subject.

Any contribution made by students may be additionally valued.

To pass the subject, students **must achieve at least 3.5 in each part or test evaluated** and at least 5 (out of 10) in the overall grade. If the subject is not approved for not reaching the minimum in some test or part, and the total score is equal to or greater than 4.5, the grade in minutes will be 4.5.

GLOBAL ASSESSMENT

For students who opt for the global assessment, the subject will be evaluated with a theoretical-practical exam that will represent 100% of the grade of the subject. The theoretical part will consist of an examination of objective questions (50% of the total grade) and the practical part in resolution and practical questions (50% of the total grade).

To pass the subject, students may not have less than 3.5 out of 10 in each of the parts of the test (theoretical and practical) and at least 5 (out of 10) in the overall grade.

EVALUATION 2ND EDITION OF PROCEEDINGS

Continuous assessment students keep the grade obtained in tests 1 and 2 (case studies and project) as long as they are not lower than 3.5 (if they were lower the students will have the opportunity to present extra work to reach the grade of 4) and can only take test 3 (exam). To pass the subject it is necessary to reach a minimum of 3.5 in each of the tests so that they do average and at least a 5 (out of 10) in the overall grade.

The global evaluation students will be applied the same evaluation system that was applied in the 1st edition of proceedings.

OTHER EVALUATION NOTICES

Enrolled students will formally express their intention to benefit from the continuous evaluation system. In any case, although there is no formal manifestation, it will be considered that the student opts for the continuous evaluation system with the delivery of the first practice corresponding to test 1 (case studies). Following the regulations approved by the faculty, the deadline to move to the global evaluation system will be until October 11.

The dates and times of the evaluation tests of the different calls are those specified in the calendar of the evaluation tests approved by the Center Board for the current course.

Sources of information

Basic Bibliography

Navas López, J.E. y Guerras Martín, L.A, **La dirección estratégica en la empresa. Teoría y aplicaciones**, 5ª, Civitas, 2015

Johnson, G.; Whittington, R. et. al., **Exploring Strategy: Text and Cases**, 11th, Pearson Education, 2017

Complementary Bibliography

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

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

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

Recommendations

Subjects that continue the syllabus

International strategic management/O04G020V01603

Subjects that it is recommended to have taken before

Business: Basics of management/O04G020V01102

Business: Business management/O04G020V01203

Marketing Management I/O04G020V01403

Operations management/O04G020V01302

Human Resources management/O04G020V01303

Other comments

This guide aims to anticipate the learning path of the student, and is conceived in a flexible manner. Therefore, it may require adjustments during the course, according to the dynamics of the class or any situations which may arise.

Similarly, it will contribute information and specific guidelines necessary throughout the learning process. The ordinary communication will be done through Moovi.