

27521 - Strategic Planning

Syllabus Information

Academic Year: 2019/20

Subject: 27521 - Strategic Planning

Faculty / School: 109 -

Degree: 449 - Degree in Finance and Accounting

ECTS: 6.0

Year: 3

Semester: First semester

Subject Type: Compulsory

Module: ---

1.General information

1.1.Aims of the course

1.2.Context and importance of this course in the degree

1.3.Recommendations to take this course

2.Learning goals

2.1.Competences

2.2.Learning goals

2.3.Importance of learning goals

3.Assessment (1st and 2nd call)

3.1.Assessment tasks (description of tasks, marking system and assessment criteria)

4.Methodology, learning tasks, syllabus and resources

4.1.Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. Program development and achieving the established learning objectives require continued work of the student throughout the course around the following activities:

- Assistance to class is recommended, and also an active participation in practical sessions
- Reading and study of bibliographical material indicated in each lesson.
- Constant and careful development of the exercises and possible individual case studies throughout the course could propose Professor
- Developing a task and / or group case in which analyze in detail the situation of a company or an industry chosen by consensus between the teacher and students

For making the most of classes, it is recommended that the student carry out a first reading of the bibliographic material of each chapter prior to the explanation in class of the item as well as a more careful reading after the explanation and also in the process of making exercises and tasks.

4.2.Learning tasks

The training activities that are to be developed are intended to stimulate and exercise to students in the field of strategic planning, in order to develop in students the skills described. To achieve this objective the following are proposed as basic teaching resources:

- In the lectures it will be made clear and systematic expositions of fundamental concepts of each topic. The student can prepare and study the contents before class, since it has the relevant literature. In classes these concepts will be discussed and the doubts that have been found will be resolved.
- The practice sessions will be dedicated to solve practical problems or cases in which an active student participation is required. He also proceeds to the exhibition by the students of some of the practical activities.
- Students, integrated teams, will carry out a strategic analysis of a selected company. The work will allow students to use concepts and apply appropriate tool for assessment and strategic decisions of the company tools. Students must notify the teacher in charge, on the date indicated, the composition of the groups. Subsequently, the working groups in consensus with the teacher will select the company on which each group will have to develop the work. Throughout the course, presentations of some parts of the work will be practical sessions.

4.3.Syllabus

The course includes the following topics:

PART I. Fundamentals of Strategic Planning

- Topic 1. Strategic decisions
 - 1.1. Features decisions
 - 1.2. Steps of decision making
 - 1.3. Barriers to decision making
 - 1.4. Product portfolio matrix
- Topic 2. The evolution of Strategic Planning
 - 2.1 Classic models of Strategic Planning
 - 2.2. Characteristics of planning models
 - 2.3. Strategic planning process
 - 2.4. Definition and levels of strategy
 - 2.5. Value creation and managing conflicts of interest
- Topic 3. External Environment
 - 3.1. The macro environmental factors
 - 3.2. The competitive environment
 - 3.3. Response to the influence of environment
- Topic 4. The added value of the company
 - 4.1. Corporate identity and strategic profile
 - 4.2. Analysis of resources and capabilities
 - 4.3. Competitive position
 - 4.4. The value chain model
- Topic 5. Strategies enterprise and business
 - 5.1. Growth strategy in business
 - 5.2. Vertical integration strategies
 - 5.3. Internal and external growth of business
 - 5.4. Cost leadership and differentiation strategies

PART 2. Fundamentals of Organization, Direction and Strategic Control

- Topic 6. Organizational vision and strategy
 - 6.1. How strategy shapes structure
 - 6.2. Managing organizational change
- Topic 7. Management with strategic vision
 - 7.1. Leadership
 - 7.2. Motivation
 - 7.3. Team management
- Topic 8. Control with strategic vision
 - 8.1. Indicators and monitoring

4.4.Course planning and calendar

The timing of the sessions will be published on the website of the center. The presentation of papers and exposure of other

activities will be communicated by the professor through appropriate means (in class and Moodle).

Training and evaluation activities	Distribution	Cred
CLASSROOM ACTIVITIES		2,4
Lectures	2-hour sessions per week	1,2
Practice classes	2-hour sessions per week	1,2
Other activities		3,6
Final exam	1 exam 4 hours	0,2
Personal work includes test preparation	86 hours	3,4

The calculations were performed considering 15 weeks

4.5. Bibliography and recommended resources