

27322 - Strategic management

Syllabus Information

Academic year: 2023/24

Subject: 27322 - Strategic management

Faculty / School: 109 - Facultad de Economía y Empresa

228 - Facultad de Empresa y Gestión Pública

301 - Facultad de Ciencias Sociales y Humanas

Degree: 448 - Degree in Business Administration and Management

454 - Degree in Business Administration and Management

458 - Degree in Business Administration and Management

ECTS: 6.0

Year: 3

Semester: First semester

Subject type: Compulsory

Module:

1. General information

The coordination of interdependent activities within the firm corresponds to top managers, who are responsible for the long-term survival of the firm, fix the organizational objectives and determine how to achieve them. The basic functions of executive management include internal design and resource allocation, the integration of activities from different departments, the continuous adaptation to environmental changes, and the design of firm strategy. Top managers should be able to take charge of all activities related to efficiency (have resources been correctly allocated?), efficacy (have the planned objectives been achieved?) and effectiveness (have objectives been defined adequately?)

The students should be familiar with the basic concepts of subjects from the area of Management and Organization that have been previously given in the Degree in Business Administration and Management (i.e. Essences of Management, Internal Organization and Management).

These goals are aligned with the Sustainable Development Goals (SDG) of the 2030 Agenda and certain specific targets (<https://www.un.org/sustainabledevelopment/en/>), goals 4 (targets 4.3 and 4.4) and 8 (targets 8.2 and 8.3).

2. Learning results

- Understand the concept of competitive advantage, adequately use various indicators that measure value creation within a firm, and understand the role of strategy in this process. More specifically, distinguish between economic and accounting profit, identify the levels of strategy and the most important decisions within them.
- Value the potential profitability that an industry offers according to the analysis of a set of basic dimensions.
- Make a diagnosis of the internal situation of a firm, identify its strengths and weaknesses and identify the resources and capabilities that are a source of sustainable competitive advantages.
- Explain the generic basic strategies, their sources and how they help to generate value from their execution.

3. Syllabus

- I. Concept of strategy and strategic management
 1. Competitive advantage and value creation
 2. Strategy: concept, elements, and typology
- II. Strategic analysis
 3. The firm and its environment
 4. Structure and evolution of the industry
 5. Internal analysis of the firm: the theory of resources
- III. Strategy formulation
 6. Competitive strategies

4. Academic activities

Following the syllabus and achieving the learning outcomes will require continuous work from the student during the course based on the following activities:

- Regular attendance to classes
- Reading and studying the bibliographic material for each chapter
- Regular and detailed answers to the exercises and case studies that the teachers will propose during the course
- Carrying out a group project that analyses in depth the situation of a real firm or industry that will be chosen by the students with the approval of the teacher. This project should allow to achieve an in-depth understanding of the selected firm. In the deadline that will be fixed by the teacher, students that decide to carry out this project will have to submit a preliminary proposal (about 3 pages) which includes the main objectives and analyses to be carried out.
- Asking about doubts and difficulties that arise in their study of the course contents.

The learning activities are organized as follows:

- Theory sessions (30 hours).
- Practice sessions or seminars (30 hours).

- Problem-based learning/ICT learning/Tutorials/Individual learning of the student: 88 hours.
- Exam: 2 hours.

5. Assessment system

The student will be able to pass the course in either of the two sittings through a mixed evaluation system and through a global evaluation system.

Mixed evaluation system:

- Individual submission of all the proposed exercises and case studies, as well as active participation in the sessions in which they are solved and discussed. In these sessions, activities will be carried out that allow the expected learning results to be evaluated, such as multiple choice questions, open questions or public presentation of the activities carried out (10-15% of final mark).
- In-depth analysis of a firm's strategic decisions in groups of 4-5 people, through the preparation of a document whose monitoring will be carried out during the course through meetings with the teacher and its oral presentation (25-30% of final mark).
- Final exam. Theoretical and practical questions in which the acquisition of the different skills acquired through the course will be evaluated. Students choosing this option will have to obtain at least 4 points out of 10 in the final exam in order to be able to compute the other course activities' marks (60% of final mark).

Global evaluation system: the final exam determines 100% of the final grade.

Evaluation criteria

In the assessment of each of the activities, it will be taken into account that the student:

- Demonstrates that knows, understands and is able to use, in different situations, the concepts and tools presented in class.
- Is able to rigorously apply, integrate and synthesize the knowledge acquired.
- Reasons and elaborates his/her answers on his/her own, based on the existing information.
- Is able to work in a group, when the learning activity demands it.