

## 27521 - Strategic Planning

### Syllabus Information

**Academic year:** 2023/24

**Subject:** 27521 - Strategic Planning

**Faculty / School:** 109 - Facultad de Economía y Empresa

**Degree:** 449 - Degree in Finance and Accounting

**ECTS:** 6.0

**Year:** 3

**Semester:** First semester

**Subject type:** Compulsory

**Module:**

### 1. General information

The main goal of this subject is to prepare and train the student for coordination within the company. This task is the responsibility of the general management, which is the long-term decision-maker and therefore ultimately responsible for its survival. Its basic functions are to plan, organize, direct and control the company with a strategic vision, providing the whole process with a clear and rigorous methodology that allows its replicability. The management function will have to adapt its internal design, the way it manages HR and the way in which carries out control, so that it is congruent with the strategic planning carried out.

All the contents of the course are developed with a markedly practical orientation, promoting student participation and classroom debate.

These approaches and goals are aligned with the Sustainable Development Goals (SDGs) of the United Nations Agenda 2030 (<https://www.un.org/sustainabledevelopment/es/>), specifically, the activities planned in the subject will contribute to the achievement of the objectives Goal 4: Quality education and Goal 8: Decent work and economic growth.

### 2. Learning results

The student, in order to pass this subject, must demonstrate the following results:

1. To know the fundamentals of strategic planning, as well as the most relevant theoretical developments in this field.
2. Understand the nature of strategic decisions and the problems involved and be able to select among different alternatives by applying decision criteria.
3. To provide a rigorous, sequential and cyclical methodology to the strategic planning process, allowing for a more effective management of the company.
4. To be able to see the relevance of the mission, vision and objectives in the current context, in view of the broader role that society attributes to the company and thus ensure, in this way, the company's long-term sustainability by attending to the different stakeholders.
5. To be able to detect the threats and opportunities presented to the company from the analysis of the external environment to which the company is subjected.
6. To carry out a diagnosis of the internal reality of the company to determine both its weaknesses and strengths and to identify those resources and capabilities that can be the source of a sustainable competitive advantage, based on the application of the main analysis techniques available.
7. Know and differentiate the main strategies available to companies, both at company and business level.
8. To know the techniques that allow restructuring the company's portfolio of products and businesses, in order to guarantee its long-term survival.
9. Evaluate various strategic alternatives in a critical and reasoned manner, in accordance with criteria aimed at the creation of value by the company.
10. To understand the relationship and influence of Strategic Planning on Organization, Management and Control Strategic.

### 3. Syllabus

#### **PART 1. Fundamentals of Strategic Planning.**

Unit 1: Strategic decisions

Unit 2: From Planning to Strategic Planning

Unit 3: External environment

Unit 4: Company value

Unit 5: Company and business strategies

#### **PART 2. Fundamentals of Organization, Management and Strategic Control**

Unit 6: Organization with strategic vision

Unit 7: Management with strategic vision

Unit 8: Control with strategic vision

#### 4. Academic activities

The development of the program and the achievement of the established learning objectives will require continuous work by the student throughout the course on the following activities:

- Follow-up, recommended, of the different sessions and active participation in the practical sessions.
- Reading and study of the bibliographic material indicated in each topic.
- Regular and careful completion of exercises and possible individual case studies.
- Carrying out a group work and/or case in which the situation of a company or an industry is analyzed in detail.

Master classes: 30 hours

Practical classes: 30 hours

Personal Study: 86 hours

Assessment tests. 4 hours

6 ECTS = 150 hours

In principle, the teaching methodology and its evaluation is planned to be based on face-to-face classes . However, if circumstances so require, they may be carried out online.

#### 5. Assessment system

The subject will be evaluated by continuous or global evaluation in the first call and by global evaluation in the second call.

##### **At first call:**

The **continuous assessment** will take into account the work done by the student throughout the semester, which will include the following activities:

1-Group activities

It will have a maximum score of 2.5 points.

Case study of a company, in which the concepts acquired throughout the semester are applied comments on the news.

2-Performance of a written test

It will have a maximum score of 7.5 points (2.5 points for matrix exercises, 3 points for theory questions, 2 points for news commentary). It is necessary to obtain a minimum grade of 1/3 in each of the three parts.

##### **Global Assessment of the first call:**

This is a four-part examination: 2.5 points in matrix exercises, 3 points in theory questions, 2 points in news commentary and 2.5 points in theoretical or theoretical-practical questions. It is necessary to obtain a minimum score of 1/3 in each of the four parts of the exam.

The student who opts for continuous assessment may choose between the grade obtained with the completion of activity 1 of continuous assessment (group activities) or perform the section relating to the 2.5 points of theoretical or theoretical-practical questions of the exam. The maximum of these equivalent qualifications will be taken.

Likewise, the rest of the grade will be the maximum grade between the grade obtained in the continuous evaluation exam (maximum 7.5 points) and the grade obtained in the global evaluation exam out of the remaining 7.5 points (without taking into account the section of theoretical or theoretical-practical questions). This global evaluation exam will have the same structure as the test taken in the continuous evaluation and it is also required to obtain a mark of 1/3 in each one of the parts of the exam.

##### **Global Assessment of the second call:**

This is an exam that will count 10 points distributed as follows: 2.5 points in matrix exercises, 3 points in theory questions, 2 points in news commentary and 2.5 points in theoretical or theoretical-practical questions. It is necessary to obtain a minimum score of 1/3 in each of the four parts of the exam. For this exam the grades obtained in continuous evaluation will not be taken into account.

##### **Assessment Criteria:**

The written continuous evaluation test, the global theoretical-practical exam, as well as the group practices proposed during the semester will be evaluated by the teacher taking into account both the accuracy and thoroughness of the answers and the student's expository ability.