

61750 - Strategic Management

Syllabus Information

Academic year: 2023/24

Subject: 61750 - Strategic Management

Faculty / School: 109 - Facultad de Economía y Empresa

Degree: 555 - Master's in Management, Strategy and Marketing

ECTS: 6.0

Year: 1

Semester: First semester

Subject type: Compulsory

Module:

1. General information

The aim of this subject is to study in depth the various existing approaches to carrying out a diagnosis of the competitive environment in which the company develops its activity, as well as to analyse the way in which the literature uses these tools in the design of business strategies, both at business and corporate level. To this end, in addition to providing some methodological tools to approach the strategic management process in an academic environment, the subject is structured around three main blocks: 1) environmental and internal analysis of the company; 2) design of business and corporate strategies in a highly dynamic context; 3) growth strategies and their impact on value creation.

It is recommended that the student has some basic knowledge of business administration (a degree in business administration or strategic management), a minimum knowledge of the instrumental disciplines on which the subject is based (microeconomics, statistics and econometrics) and sufficient knowledge of English to be able to read some of the basic materials that will be used. It is advisable to read a strategic management manual beforehand.

The subject is aligned with the following Sustainable Development Goals (SDGs) of the United Nations Agenda 2030 (<https://www.un.org/sustainabledevelopment/en/>), so that the acquisition of the learning results provides training and competence to contribute to some extent to their achievement: 4 (Quality Education); 5 (Gender Equality); 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation and Infrastructure).

2. Learning results

Upon completion of the subject, the student will:

1. Know the formulation, design, execution and control of the strategy of companies and organizations at the corporate and competitive level.
2. Be able to identify the theoretical foundations and the methodology used, as well as to interpret the main results obtained in the most relevant works within the field of strategic management.
3. Be able to offer critical appraisals of the main theories and contributions to the field of strategy, analysing the strengths and weaknesses of each of them.
4. Be able to contribute to the development of new ideas or approaches that may represent an advance in the field of strategy.

3. Syllabus

1. Methodological aspects in strategic management
2. What is strategy and strategic management?
3. Analysis of the competitive environment
4. Internal analysis
5. Competitive dynamics
6. Institutions and strategy
7. Competitive strategy and corporate strategy
8. Product diversification
9. International diversification or internationalization
10. Alternatives for the implementation of a growth strategy
11. Cooperation agreements. Mergers and acquisitions

4. Academic activities

Theoretical sessions provide a comprehensive view of the topic from an academic perspective. During the practical sessions, the topics covered in the theoretical session will be complemented by the analysis and discussion of relevant and recent theoretical and empirical work.

Given the advanced level of the content to be studied, the teaching methods used emphasise the active role of the students in the teaching-learning process. Students should read the previously assigned materials, analyse their content and provide reflections to serve as a basis for class discussion.

The learning activities are as follows:

1. Face-to-face classes and discussion of the content (60 hours; 100% face-to-face)
2. Seminars, tutorials and personal work of the student (90 hours; attendance 0%)

5. Assessment system

The student must demonstrate achievement of the intended learning results through the following assessment activities:

- **PRESENTATIONS:** Exposition of the assigned readings in the different sessions, demonstrating their comprehension, using academic arguments to defend the points of view made and critically assessing the work (30% of the grade).

- **SUMMARY AND DISCUSSION:** Participation in the subsequent discussion with questions on the content of the work, providing a mature and critical view of the reading, suggestions, limitations, implications for future work and possible extensions, responding in writing to questions posed at least 24 hours in advance. All this will be presented and discussed during the practical classes (50% of the grade).

- **FINAL EXAM:** The student will take an exam to assess their knowledge (20% of the final grade). The test is not mandatory to pass the subject / 100% of the final grade if the student has not been assessed through the activities of exposition, summary and debate or if the grade of the exam is higher. The exam will consist of a series of test questions and/or open questions on the contents analysed in the subject. Knowledge, capacity and maturity to present and defend arguments, the ability to interrelate ideas and contents and the clarity and ability to summarise will be valued.