

30619 - Strategic management

Syllabus Information

Academic year: 2024/25

Subject: 30619 - Strategic management

Faculty / School: 109 - Facultad de Economía y Empresa

Degree: 432 - Joint Law - Business Administration and Management Programme

ECTS: 6.0

Year: 4

Semester: Second semester

Subject type: Compulsory

Module:

1. General information

The coordination within the company of a whole series of interdependent activities is the responsibility of the general management, which is ultimately responsible for long-term survival, sets the organization's objectives and designs the mechanisms to achieve them. The basic tasks associated with the performance of the management team include the internal design and allocation of resources, the integration of the activities of the various functional areas, the interaction between them and continuous adaptation to changes in the environment, and the design of the company's overall strategy. The top management should, therefore, be in charge of all those questions related to efficiency (are resources being allocated correctly?), effectiveness (are the set goals being achieved?) and effectiveness (have these goals been adequately defined?).

In order to complete the subject satisfactorily, it is advisable for students to be familiar with the basic concepts of the subjects assigned to the area of Business Organisation previously taught in the degree in Business Administration and Management (Fundamentals of Business Administration, Organisation and Internal Management).

These approaches and goals are aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda of the United Nations (United Nations (<https://www.un.org/sustainabledevelopment/es/>), in particular, the activities planned in the subject will contribute to the achievement of goals 4 (objectives 4.3 and 4.4) and 8 (objectives 8.2 and 8.3).

2. Learning results

Once the student has passed the subject, they will be able to:

- Identify the concept of competitive advantage and adequately manage some indicators that approximate the creation of value in the company, as well as the role played by strategy in this process. In particular, distinguish with precision between accounting profit and economic profit and identify the different levels within the company's strategy and the most relevant decisions in each of them.
- Assess the profit potential offered by a given industrial sector based on the analysis of a series of basic dimensions.
- Diagnose the internal reality of the company, detect its strengths and weaknesses, and identify those resources and capabilities that can be a source of sustainable competitive advantage.
- Explain the basic generic strategies, identify their sources and describe how value is generated from their execution.

3. Course Program

- I. Concept of strategy and strategic direction
 1. Competitive advantage and value creation
 2. Strategy: definition, elements and typologies
- II. Strategic analysis
 3. The company and the environment
 4. Organization and evolution of the industry
 5. Internal analysis of the company: the theory of resources
- III. Strategy formulation
 6. Competitive strategies

3. Syllabus

- I. Concept of strategy and strategic direction
 1. Competitive advantage and value creation
 2. Strategy: definition, elements and typologies
- II. Strategic analysis
 3. The company and the environment

4. Organization and evolution of the industry
5. Internal analysis of the company: 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.
- 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 active participation in the sessions in which they are solved and discussed (10% of final mark).
- Submission of all proposed case studies and active participation in the sessions in which they are solved and discussed (30% of final mark).

In the practical sessions in which exercises and case studies are discussed, activities will be carried out to evaluate the planned learning results, such as multiple choice questions, open questions or oral presentation of the activities carried out. The student's lack of participation in any of the proposed activities will automatically lead to abandonment of the mixed evaluation system.

- 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.

6. Sustainable Development Goals

- 4 - Quality Education
- 8 - Decent Work and Economic Growth