



## IDENTIFYING DATA

### (\*)Dirección estratéxica

Subject	(*)Dirección estratéxica			
Code	V55G020V01503			
Study programme	(*)Grao en Administración e Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	2nd
Teaching language	English			
Department				
Coordinator	Pereira Otero, Begoña			
Lecturers	Pereira Otero, Begoña			
E-mail	bpereira@escueladenegociosncg.ed			
Web				
General description	This module is taught in English, therefore it is essential that students accredit a B2 level of English.			

## Competencies

Code	
A1	(*)Posuír e comprender coñecementos sobre as interrelacións existentes entre os distintos subsistemas que conforman o sistema empresarial
A3	(*)Posuír e comprender coñecementos sobre os aspectos internos, funcións e procesos das organizacións incluíndo a súa natureza, estrutura, goberno, operativa e dirección.
A5	(*)Posuír e comprender coñecementos sobre a relación entre a empresa e o seu entorno avaliando a súa repercusión na estratexia, comportamento, xestión e sustentabilidade empresarial
A6	(*)Posuír e comprender coñecementos sobre os distintos procesos, procedementos e prácticas de xestión empresarial
A8	(*)Aplicar os coñecementos adquiridos a futuras situacións profesionais e desenvolver competencias relacionadas coa elaboración e defensa de argumentos e resolución de problemas dentro da súa área de estudo
A9	(*)Identificar a xeneralidade dos problemas económicos que se suscitan nas empresas, e saber utilizar os principais instrumentos existentes para a súa resolución
A10	(*)Valorar, a partir dos rexistros relevantes de información, a situación e previsible evolución dunha empresa
A11	(*)Tomar decisións estratéxicas utilizando diferentes tipos de modelos empresariais
A12	(*)Solucionar de maneira eficaz problemas e tomar decisións utilizando métodos cuantitativos e cualitativos apropiados, incluíndo entre eles a identificación, formulación e solución dos problemas empresariais
A13	(*)Mobilidade e adaptabilidade a entornos e situacións diferentes
A15	(*)Ter a capacidade de reunir e interpretar datos relevantes para emitir xuízos que inclúan unha reflexión sobre temas relevantes de índole social, científica ou ética
A16	(*)Habilidades na procura, identificación e interpretación de fontes de información económica relevante
B1	(*)Capacidade de análise e síntese
B2	(*)Pensamento crítico e autocrítico
B3	(*)Habilidades relacionadas co uso de aplicacións informáticas utilizadas na xestión empresarial
B4	(*)Poder transmitir ideas, información, problemas e situacións ao público tanto especializado como non especializado
B5	(*)Habilidades de comunicación oral e escrita
B7	(*)Ler e comunicarse en inglés como lingua estranxeira
B8	(*)Comunicarse con fluidez no seu entorno, incluíndo competencias interpersoais de escoita activa, negociación, persuasión e presentación
B9	(*)Capacidade de actuación eficaz dentro dun equipo de traballo
B10	(*)Emitir informes de asesoramento sobre situacións concretas de empresas e mercados
B11	(*)Redactar proxectos de xestión global ou de áreas funcionais da empresa
B13	(*)Capacidade de aprendizaxe e traballo autónomo
B15	(*)Xestión persoal efectiva en termos de tempo, planificación e comportamento, motivación e iniciativa tanto individual como empresarial

B16 (\*)Capacidade de lideranza, incluíndo empatía co resto de persoas

B17 (\*)Responsabilidade e capacidade para asumir compromisos

B18 (\*)Compromiso ético no traballo

B19 (\*)Motivación pola calidade e mellora continua

### Learning aims

Expected results from this subject	Training and Learning Results	
To understand the main concepts related to competitiveness and business strategy.	A1 A3 A5 A8 A9 A11 A12 A13 A16	B1 B2 B4 B5 B7 B8 B9 B10 B13 B15 B16 B17 B18 B19
Students will be able to handle the principle techniques and tools necessary for the analysis and design of business strategies.	A1 A3 A5 A8 A9 A10 A11 A12 A13 A15 A16	B1 B2 B4 B5 B7 B9 B10 B13 B15 B16 B17 B19
Develop a methodology for strategic analysis and for the design of an Action Plan.	A1 A3 A5 A13	B7 B9
To be able to develop and apply an integrating model that can be implemented in a real business situation.	A1 A3 A5 A6 A8 A9 A10 A11 A12 A13 A16	B1 B2 B3 B4 B5 B7 B8 B9 B10 B11 B13 B15 B16 B17 B18 B19

### Contents

Topic	
1. Business Strategy	1.1 The concept of strategy 1.2 Strategic management 1.3 Levels of strategy 1.4 Strategic vision: concept, characteristics 1.5 Strategic vision and the stakeholders
2. Strategy and competitiveness	2.1 Concept and dimensions of competitiveness 2.2 Factors of competitiveness 2.3 Competitive advantages 2.4 Models to measure competitiveness and designing the strategy to follow

3. Strategic diagnosis	3.1 Analysing the general environment 3.2 Analysing the specific environment 3.3 Analysing the business 3.4 Strategic support and processes 3.5 The culture of the company
4. Business strategies	4.1 Cost leadership 4.2 Differentiation 4.3 Expansion strategies 4.4 Adapting the strategy to the specific situation of each industry and of each company

### Planning

	Class hours	Hours outside the classroom	Total hours
Case studies / analysis of situations	25	30	55
Master Session	30	30	60
Long answer tests and development	3	15	18
Long answer tests and development	2	15	17

\*The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

### Methodologies

	Description
Case studies / analysis of situations	Case studies.
Master Session	The teacher will explain the concepts of each topic. Guidelines will be given to carry out the coursework.

### Personalized attention

Methodologies	Description
Master Session	Interviews with the teacher in order to receive advice on aspects related to the module.
Case studies / analysis of situations	Interviews with the teacher in order to receive advice on aspects related to the module.
Tests	Description
Long answer tests and development	Interviews with the teacher in order to receive advice on aspects related to the module.

### Assessment

	Description	Qualification
Case studies / analysis of situations	Case studies.	20
Long answer tests and development	Class tests.	20
Long answer tests and development	Final exam.	60

### Other comments on the Evaluation

Plagiarism will be severely penalised.

Coursework will not be accepted after the deadline. This also applies to presentation dates.

Class attendance is an essential component of continuous assessment, therefore attendance is compulsory. ALL absences will be taken into account, even if certificates or other evidence has been handed in.

The penalties for non attendance will be as follows:

- Non attendance of more than 6 hours of class hours will be penalised by reducing the continuous assessment mark by one third.
- Non attendance of more than 12 hours of class hours will be penalised by reducing the continuous assessment mark by two thirds.
- Non attendance of more than 18 hours of class hours will be penalised by being awarded a zero mark for their continuous assessment mark.

The grade obtained in the continuous assessment mark will be maintained in the resit exam during academic session

2013-14.

Final exams are corrected using "blind marking".

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### **Sources of information**

ÁLVAREZ, J. C., **Dirección por Implicación: Una estrategia basada en el capital intelectual**, Escuela de Negocios Caixanova,

BUENO CAMPOS, E., **Dirección Estratégica: Nuevas perspectivas**, Pirámide,

CHAN, W. and MAUBORGNE, R., **Blue Ocean Strategy**, Commercial Press,

DESS, G. et al., **Strategic Management**, Mc Graw Hill,

GRANT, R., **Contemporary Strategy Analysis**, John Wiley,

HILL, C. and JONES, G., **Strategic Management**, Mc Graw Hill,

JOHNSON, G. et al., **Exploring Strategy**, Financial Times,

MINTZBERG, H. and GHOSHAL, S., **Strategy Process**, Financial Times,

NAVAS, J. and GUERRAS, J.L., **La Dirección Estratégica de la Empresa: Teoría y Aplicaciones**, Cívitas,

THOMPSON, A. et al., **Crafting & Executing Strategy: The Quest for Competitive Advantage**, Mc Graw Hill,

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### **Recommendations**

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#### **Other comments**

Students must certify at least a B2 level of English in order to enrol on this module.

Class attendance is compulsory. Non-attendance will be penalised.

"blind marking" is used to correct the final exams.

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