



IDENTIFYING DATA

Strategic management

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|---------------------|--|-----------|------|------------|
| Subject | Strategic management | | | |
| Code | O04G020V01503 | | | |
| Study programme | (*)Grao en Administración e Dirección de Empresas | | | |
| Descriptors | ECTS Credits | Choose | Year | Quadmester |
| | 6 | Mandatory | 3rd | 1st |
| Teaching language | Spanish Galician English | | | |
| Department | | | | |
| Coordinator | Rodríguez-Toubes Muñiz, Diego | | | |
| Lecturers | Molinos Casal, Juan José Rodríguez-Toubes Muñiz, Diego | | | |
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| Web | | | | |
| General description | Strategic Management seeks to interpret the development of business activity in order to enable it to effectively respond both to the opportunities and favourable situations that the external environment presents, as well as to those other threats and challenges that might also emerge. All this without losing sight of the internal resources, capabilities and strengths the firm itself possesses, and any weaknesses it may still have. The result of the confluence of these factors is a point of departure that provides a platform for establishing the various alternatives or courses of action that permit a firm to achieve its established goals. The process culminates in the implementation of these alternatives. | | | |

Competencies

| | |
|------|--|
| Code | |
| A1 | (*)Posuír e comprender coñecementos sobre os aspectos internos, funcións e procesos das organizacións incluíndo a súa natureza, estrutura, goberno, operativa e dirección |
| A2 | (*)Posuír e comprender coñecementos sobre as interrelacións existentes entre os distintos subsistemas que conforman o sistema empresarial |
| 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 |
| 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 |
| B1 | (*)Capacidade de análise e síntese |
| B2 | (*)Pensamento crítico e autocrítico |
| 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 |
| B14 | (*)Capacidade de aplicar os coñecementos teóricos e prácticos adquiridos nun contexto académico especializado |
| 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 |

| Learning aims | |
|---|---|
| Expected results from this subject | Training and Learning Results |
| Have knowledge and understand the fundamentals of the functional areas of the company in order to have a vision of the organisation in an updated and globalized economic context and understand the type of specific decisions in the basics of management | A1 A2 A5 A11 B7 |
| Apply analytical procedures and knowledge to solve specific problems, mainly at strategic and operational level, but also at executive level. | A12 B8 B14 |
| Have capacity to look for, identify, filter and analyse notable data that can affect the different decisions that the company can adopt in its strategy in order to interpret its importance in terms of defending or criticizing different positions, or alternative measures of performance after a correct assessment of advantages and disadvantages. | B1 B2 B5 B9 B10 B11 B13 B15 B16 |
| Show proactive attitude and be able to express oneself properly. Ability to communicate views on issues related to various aspects of business management in a clear and reasoned way. | A13 B17 B18 B19 |

| Contents | |
|--|---|
| Topic | |
| 1. Fundamentals of strategic management and business strategy | 1. Nature of strategic management 2. Value creation 3. Aims and values |
| 2. The general environment of the company | 1. Analysis of the general environment 2. Techniques for analyzing the general environment |
| 3. Specific environment of the company | 1. The competitive environment 2. The five forces model 3. Strategic groups |
| 4. The internal environment of the company | 1. Diagnostic techniques 2. Analysis of resources and capacities |
| 5. Competitive advantages and strategies | 1. Basic competitive advantages 2. Creating a competitive advantage 3. Sustaining a competitive advantage |
| 6. Strategy development: Directions and methods of development | 1. Expansion strategy 2. Diversification strategy 3. Methods of development |
| 7. Evaluation and implementation of strategies | 1. Evaluation and organisational change 2. Organisational culture 3. Planning and control |

| Planning | | | |
|---------------------------------------|-------------|-----------------------------|-------------|
| | Class hours | Hours outside the classroom | Total hours |
| Master Session | 15 | 30 | 45 |
| Case studies / analysis of situations | 5 | 20 | 25 |
| Presentations / exhibitions | 3 | 6 | 9 |
| Practice in computer rooms | 15 | 15 | 30 |
| Group tutoring | 2 | 3 | 5 |
| Jobs and projects | 2 | 9 | 11 |
| Short answer tests | 2 | 12 | 14 |
| Case studies / analysis of situations | 1 | 4 | 5 |
| Systematic observation | 6 | 0 | 6 |

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

| Methodologies | |
|----------------------|--|
| | Description |
| Master Session | Demonstration by the professor of the contents of the subject, theoretical concepts, cases of analysis, etc. The fact of not attending will not reflect negatively on the evaluation of the student, but class attendance will be taken into account positively in their evaluation. |

| | |
|---------------------------------------|---|
| Case studies / analysis of situations | Presentation of real cases for analysis and discussion in class |
| Presentations / exhibitions | Public presentations of the work carried out and cases analysed. The student will be evaluated regarding their capacity for analysis and synthesis, oral communication or argumentation and justification of the decisions taken. |
| Practice in computer rooms | Individual analysis of practical cases of companies |
| Group tutoring | Tutorials in small groups. Professor of the subject supports the students with advice and also development and supervision of activities of the subject being studied |

Personalized attention

Methodologies Description

| | |
|----------------|--|
| Group tutoring | Time reserved to guide student and deal with any queries they may have in the process of acquiring competence in the subject |
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Assessment

| | Description | Qualification |
|---------------------------------------|---|---------------|
| Jobs and projects | Competition of exercises and activities: Students must complete a minimum of 80 % of the compulsory exercises to be evaluated for this instead of a final exam. Work showing evidence of coping or plagiarism will not be considered. | 40 |
| Short answer tests | Tests to evaluate the knowledge attained by the student on the subject. | 30 |
| Case studies / analysis of situations | Study, debate and participation in the analysis of real or fictitious situations of strategic approaches by companies. | 10 |
| Systematic observation | Using techniques to compile data on the participation of the student, based in a listing of behaviour or operative analysys criteria that facilitate the obtaining of quantifiable data | 20 |

Other comments on the Evaluation

To pass the subject, in each part evaluated the student must have a grade of 5 or higher

Unsuitable behaviour, contrary and damaging to coexistence, will be sanctionable with the loss of the right to the continuous evaluation for the student responsible.

Students must complete at least 80% of the assignments to be eligible for continuous evaluation.

The dates and schedules of the final evaluation and exams are specified in the calendar of exams approved by the Centre Board for the course 2014-2015.

Sources of information

Garrido Buj, S., **Dirección Estratégica**, McGraw-Hill,

Bueno Campos, E., **Dirección estratégica: desarrollo de la estrategia y análisis de casos**, Pirámide,

Johnson, G. y Scholes, K., **Dirección estratégica**, Pearson,

Navas López, J.E. y Guerras Martín, L.A., **La dirección estratégica en la empresa. Teoría y aplicaciones**, Civitas,

Ventura Victoria, J., **Análisis estratégico de la empresa**, Paraninfo,

Navas & Guerras, **Fundamentals of Strategic management**, Civitas,

Complementary bibliography

- David, F.R.; *Concepts of strategic administration*, McGraw-Hill, 1997.
- Dess, G.G. And Lumpkin, G.T.; *Strategic direction*, McGraw-Hill, 2003.
- Harrison, J.S. And Jhon, C.H.,St.; *Foundations of the strategic direction*, Thomson, 2ª edition, 2002.
- Hill, C. And Jones, G.; *Strategic administration. An integrated approach*, McGraw-Hill, 6ª edition, 2005, Madrid.
- Hitt, Ireland and Hoskinson; *strategic Administration. Competitiveness and concepts of globalisation*, Thomson editors.
- Johnson, G.; Scholes, K. And Whittington, R.; *Strategic direction*, 7ª edition, 2006, Pearson-Prentice Hall, Madrid.
- Porter, M.; *Competitive strategy*, CECSA, Mexico, 1982.
- Porter, M. ; *Competitive advantage : creating and sustaining Upper performance*, The Free Press corp., 1998
- Ribeiro Et al.; *Cases of Strategic Direction*. Pearson Education, Madrid, 2012

- Thompson, And.And. And Strickland, To.J.; *Strategic administration. Concepts and cases*, Irwin *McGraw-Hill, 13ª edition, 2004.

Recommendations

Subjects that continue the syllabus

Strategic international management/O04G020V01603

Subjects that it is recommended to have taken before

Fundamentals of administration/O04G020V01102

Business management/O04G020V01203

Other comments

This guide aims to anticipate the learning path of the student, and is conceived in a flexible manner. Therefore, it may require adjustments during the course, according to the dynamics of the class or any situations which may arise.

Similarly, it will contribute information and specific guidelines necessary throughout the learning process.
