



## IDENTIFYING DATA

### Strategic management

Subject	Strategic management			
Code	004G020V01503			
Study programme	(*)Grao en Administración e Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	1st
Teaching language	Spanish English			
Department				
Coordinator	Rodríguez López, Nuria			
Lecturers	González Cortes, Rafael Rodríguez de la Fuente, Marta Rodríguez López, Nuria Rodríguez-Toubes Muñiz, Diego			
E-mail	nrl@uvigo.es			
Web				
General description	The main objective of the Strategic Management is the description of the strategic process in companies through the analysis, design and strategic implementation. It will enable students to identify and analyze the relevant factors in order to establish strategies in companies and institutions that allow them to be competitive in the market. The student must be able to design an appropriate strategic plan to respond to environmental challenges and meet business objectives.			

### Competencies

Code	
B1	Ability to analyse and synthesise
B2	Critical and self-critical thinking
B5	Oral and written communication skills.
B8	Capable of fluent communication within the student's context including interpersonal skills such as active listening, negotiation, persuasion and presentation
B9	Ability to work effectively within a team
B10	Issue assessment reports on specific situations regarding companies and markets
B11	Design global management projects or projects related to the functional areas within a company
B13	Capacity for learning and independent work
B14	Capacity to apply the theoretical and practical knowledge acquired in a specialised academic context
C1	Acquire and understand knowledge regarding: the relationships between the different subsystems that make up the business system
C3	Acquire and understand knowledge regarding: Internal aspects, functions and processes of organisations including their nature, structure, direction, operation and management
C5	Acquire and understand knowledge regarding: The relationship between the business and its surroundings, evaluating its impact on business strategy, behaviour, management and sustainability
C11	Make strategic decisions using different types of business models
C12	Solve problems effectively and make decisions using the appropriate quantitative and qualitative methods, including the identification, expression and solution of business problems
C13	Mobility and adaptability to different contexts and situations
D1	Effective personal management in terms of time, planning and behaviour, motivation and initiative both as an individual and as a member of the business community
D2	Capacity for leadership, including empathy with others
D3	Responsibility and the capacity to take on commitments
D4	Ethical commitment in work
D5	Motivation for quality and continuous improvement

<b>Learning outcomes</b>			
Expected results from this subject	Training and Learning Results		
Identify values, resources and capabilities that will enable the company to create sustainable advantages for stakeholders	B1 B14	C1 C3 C5	
Analyze the opportunities and threats posed by the external environment for the decision making in a specific sector	B1	C5 C11 C12 C13	
Formulate the suitest competitive strategies to meet the challenges of the environment within a company and taking into account corporate social responsibility		C3 C11	D4 D5
Describe the development strategies of the company and the methods employed	B1 B13 B14	C11	
Integrate the different approaches of the theory and the different visions of a work team on the conducting of a common project	B2 B5 B8 B9 B13	C5 C13	D1 D2 D3
Students will be able to design in a work team environment the competitive and corporate strategy of a particular business	B5 B8 B9 B10 B11	C1 C11 C12	D1 D5

## Contents

Topic	
1. Fundamentals of Strategic Management	1. Basic concepts of the Strategic Management 2. The creation of value 3. The corporate social responsibility 4. Mission and company objectives
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 analysis 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	18	25.2	43.2
Case studies / analysis of situations	19.5	27.3	46.8
Projects	9	27	36
Jobs and projects	2	8	10
Other	2	8	10
Case studies / analysis of situations	1	3	4

\*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

Projects 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.

### Personalized attention

Methodologies	Description
Master Session	
Case studies / analysis of situations	
Projects	

### Assessment

Description	Qualification	Training and Learning Results
Jobs and projects Competition of activities and a project. Work showing evidence of coping or plagiarism will not be considered.	30	B1 C11 D2 B2 C12 D3 B5 C13 D4 B8 D5 B9 B10 B11 B14
Other Tests to evaluate the knowledge attained by the student on the subject.	60	B1 C1 D1 B5 C3 B13 C5 B14 C12
Case studies / analysis of situations Study, debate and participation in the analysis of real or fictitious situations of strategic approaches by companies.	10	B1 C11 B2 C12 B9 C13 B10 B14

### Other comments on the Evaluation

The evaluation will be continuous during the semester. 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 2016-2017. In case of conflict between test dates will prevail the dates indicated on the website of the FCETOU.

The details and specifications of this educational guide will be published on the virtual platform of the subject in Faitic.

### Sources of information

Navas López, J.E. y Guerras Martín, L.A., **La dirección estratégica en la empresa. Teoría y aplicaciones**, Civitas,  
 Johnson, G., Scholes, K. y Whittington, R., **Fundamentos de Estrategia**, Pearson,  
 Navas & Guerras, **Fundamentals of Strategic management**, Civitas,  
 Gerry J.; Whittington, R. et. al., **Exploring Strategy: Text and Cases 10th edition**, Pearson,  
 Fernández Sánchez, Esteban, **Dirección Estratégica de la Empresa**, Delta,  
 Grant, Robert, **Dirección Estratégica. Conceptos, técnicas y aplicaciones**, Civitas-Thompson Reuters,

### Complementary bibliography

Navas y Guerras, Fundamentals of strategicmanagement, 2013, Civitas

Guerras y Navas, Casos de DirecciónEstratégica 5ª ed, 2014, Civitas-Thompson Reuters

Ventura Vitoria, Juan, Análisis estratégico dela empresa, 2008, Paraninfo

Thompson, Strickland, Gamble, *Administración Estratégica*, 2012, Mc Graw Hill

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.

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

David, F.R.; *Administración Estratégica*, Pearson, 2013

Garrido Buj, S.; *Dirección Estratégica*, McGraw-Hill, 2006

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## **Recommendations**

### **Subjects that continue the syllabus**

International strategic management/O04G020V01603

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### **Subjects that it is recommended to have taken before**

Company: Basics of management/O04G020V01102

Company: Company management/O04G020V01203

Business management 1/O04G020V01403

Operations management/O04G020V01302

Human resources management/O04G020V01303

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### **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. The ordinary communication will be done through Faitic

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