



## IDENTIFYING DATA

### Strategic management

Subject	Strategic management			
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	begona.pereira@ieside.edu			
Web	<a href="http://www.ieside.edu">http://www.ieside.edu</a>			
General description	This module is taught in English, therefore it is essential that students accredit a B2 level of English.			

## Competencies

Code	
B1	(*)Capacidade de análise e síntese
B2	(*)Pensamento crítico e autocrítico
B5	(*)Habilidades de comunicación oral e escrita
B8	(*)Comunicarse con fluidez no seu entorno, incluíndo competencias interpersoais de escoita activa, negociación, persuasión e presentación
B9	
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
C1	(*)Posuír e comprender coñecementos sobre as interrelacións existentes entre os distintos subsistemas que conforman o sistema empresarial
C3	(*)Posuír e comprender coñecementos sobre os aspectos internos, funcións e procesos das organizacións incluíndo a súa natureza, estrutura, goberno, operativa e dirección.
C5	(*)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
C11	(*)Tomar decisións estratéxicas utilizando diferentes tipos de modelos empresariais
C12	(*)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
C13	(*)Mobilidade e adaptabilidade a entornos e situacións diferentes
D1	(*)Xestión persoal efectiva en termos de tempo, planificación e comportamento, motivación e iniciativa tanto individual como empresarial
D2	(*)Capacidade de lideranza, incluíndo empatía co resto de persoas
D3	(*)Responsabilidade e capacidade para asumir compromisos
D4	(*)Compromiso ético no traballo
D5	(*)Motivación pola calidade e mellora continua

## Learning outcomes

Expected results from this subject	Training and Learning Results
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Identify values, resources and capacities of a company that allow it to create sustainable advantages for stakeholders.	B1 B14	C1 C3 C5	
Analyse the opportunities and threats in the external environment that affect decision making in a specific sector.	B1	C5 C11 C12 C13	
Formulate the most adequate competitive strategies that respond to the challenges in a company's environment, taking into account corporate social responsibility.		C3 C11	D4 D5
Describe the strategies of a company and the methods used.	B1 B13 B14	C11	
Integrate the different theoretical approaches and the diverse viewpoints of the members of a team in order to carry out a project.	B2 B5 B8 B9 B13	C5 C13	D1 D2 D3
Students will be able to design a competitive and corporate strategy for a company, in teams.	B5 B8 B9 B10 B11	C1 C11 C12	D1 D5

## Contents

### Topic

Basic concepts of Strategic Management

Business mission and objectives

Analysis of the general environment

Analysis of the specific environment

Internal analysis of the company

Strategic and competitive advantages

Corporate strategies. Design and implementation.

Strategy implementation and control

## Planning

	Class hours	Hours outside the classroom	Total hours
Case studies / analysis of situations	21	20	41
Master Session	25	30	55
Long answer tests and development	2	15	17
Long answer tests and development	2	15	17
Jobs and projects	0	20	20

\*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, of real and imaginary situations, in order to understand, interpret, resolve, reflect upon, debate and propose solutions to the problems given.
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 and the learning process.
Case studies / analysis of situations	Interviews with the teacher in order to receive advice on aspects related to the module and the learning process.
Tests	Description
Long answer tests and development	Interviews with the teacher in order to receive advice on aspects related to the module and the learning process.

## Assessment

Description	Qualification	Training and Learning Results
Case studies / analysis of situations Study of cases, analysis of situations, readings and research, and work in the classroom, in order to gain knowledge about business situations, interpret problems, generate solutions, reflect upon, debate and learn.	20	B1 C1 D2 B2 C3 D3 B5 C5 B8 C12 B9 C13 B10 B14
Long answer tests and development Individual written test with theoretical and practical contents of the subject. It will be carried out mid term.	10	B13 C1 D3 B14 C3 D5 C5 C11 C12
Long answer tests and development Final examination. Individual with theoretical and practical contents of the subject that will carried out at the end of the semester.	50	B13 C1 D3 B14 C3 D5 C5 C11 C12
Jobs and projects Individual project on the strategic management process of a real company. Definition of mission and business aims, analysis of the general and specific environment, analysis of competences and competitive advantages, business development strategies, implantation and control of strategies.	20	B1 C1 D1 B2 C3 D3 B10 C5 D4 B11 C12 D5 B13 B14

### Other comments on the Evaluation

In order to obtain a pass mark in the module, it is necessary to obtain a minimum grade of 3.5 (out of 10) in the final examination.

The plagiarism will be severely penalised.

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

Class attendance is compulsory. All absences, including those for which some type of evidence has been produced, will be taken into account when calculating the penalties applicable for non-attendance.

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 2017/18.

Final exams are corrected using "blind marking".

The time and dates for exams for academic sesión 2017/18 will be determined by the Board of Studies of the IESIDE.

In case of differences, the dates and times published on the web page will prevail.

### Sources of information

#### Basic Bibliography

#### Complementary Bibliography

Navas López y Gerras Martín, **La dirección estratégica en la empresa. Teoría y aplicaciones**, 5ª, Civitas, 2015

Navas López, J.E. y Guerras Martín, L.A., **Dundamentals of Strategic management**, 1ª, Civitas, 2013

Johnson, G.; Whittintong, R.; Angwin, D.; Regner, P. and Scholes, K., **Fundamentos de Estrategia**, 1ª, Pearson Educación, 2010

Johnson, G.; Whittington, R et al., **Exploring Strategy: Test and Cases**, 10th, Pearson, 2014

Guerras y Navas, **Casos de Dirección Estratégica**, 5ª, Civitas-Thompson Reuters, 2014

Ribeiro et al., **Cases of Strategic Direction**, Pearson Education, 2012

Fernández Sánchez, Esteban, **Dirección Estratégica de la Empresa**, Delta, 2004

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## **Recommendations**

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### **Other comments**

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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.

This module outline has been written in English. In case of differences between the different language versions, the version in English will prevail.

VERY IMPORTANT: IESIDE will send all its communications to students to the students' IESIDE account, therefore this account should be checked on a daily basis. Students will not be able to allege lack of knowledge regarding any of these communications.

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