



## 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   | #EnglishFriendly<br>Spanish<br>English  |           |      |            |
| Department          |   |           |      |            |
| Coordinator         | Rodríguez-Toubes Muñiz, Diego   |           |      |            |
| Lecturers           | Carlos Villamarín, Pablo de Rodríguez de la Fuente, Marta Rodríguez-Toubes Muñiz, Diego   |           |      |            |
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| Web                 |   |           |      |            |
| General description | <p>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.</p> <p>English Friendly subject: International students may request from the teachers: a) materials and bibliographic references in English, b) tutoring sessions in English, c) exams and assessments in English.</p> |           |      |            |

## Competencies

|      |   |
|------|---|
| Code |   |
| A1   | Students need to show they have acquired and understood the knowledge in a field of study underpinned by general secondary education and which is usually at a level which-while drawing on advanced text books-also includes certain aspects that imply being familiar with the cutting edge of this field of study. |
| A2   | Students need to be able to apply the knowledge acquired to their work or vocation in a professional manner, and should have the skills normally demonstrated through the ability to develop and defends points of view and to solve problems related to their field of study.  |
| A3   | Students should be able to collect and interpret relevant data (usually within their field of study) in order to make judgements that include a reflection on the relevant social, scientific or ethical issues.  |
| A5   | Students should have developed the necessary learning skills in order to continue studying with a high level of autonomy.   |
| B1   | Ability to analyse and synthesise   |
| B2   | Critical and self-critical thinking   |
| B3   | Skills related to the use of those computer applications used in business management  |
| B5   | Oral and written communication skills.  |
| B6   | Communication skills through the Internet, as well the ability to use multimedia tools for remote communication   |
| B8   | Capable of lfuent 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   |

|     |  |
|-----|--|
| C2  | Acquire and understand knowledge regarding: Economic institutions as a result and the application of theoretical or formal representations of how the economy works                          |
| C3  | Acquire and understand knowledge regarding: Internal aspects, functions and processes of organisations including their nature, structure, direction, operation and management                |
| C4  | Acquire and understand knowledge regarding: The economic framework regulating business activities and the corresponding legislation  |
| 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  |

### Learning outcomes

| Expected results from this subject   | Training and Learning Results |     |     |    |
|--|-------------------------------|-----|-----|----|
| Formulate the suitable competitive strategies to meet the challenges of the environment within a company and taking into account corporate social responsibility | A1                            | B1  | C1  | D1 |
|  | A2                            | B2  | C3  | D2 |
|  | A3                            | B3  | C4  | D4 |
|  | A5                            | B5  | C11 | D5 |
|  |                               | B8  | C13 |    |
| Describe the development strategies of the company and the methods employed  | A2                            | B1  | C1  |    |
|  | A3                            | B5  | C2  |    |
|  |                               | B6  | C3  |    |
|  |                               | B13 | C5  |    |
|  |                               | B14 | C11 |    |
| Integrate the different approaches of the theory and the different visions of a work team on the conducting of a common project                                  | A1                            | B1  | C1  | D1 |
|  |                               | B2  | C3  | D2 |
|  |                               | B3  | C4  | D3 |
|  |                               | B5  | C5  |    |
|  |                               | B8  | C13 |    |
|  |                               | B9  |     |    |
|  |                               | B13 |     |    |
| New  | A2                            | B5  | C1  | D1 |
|  | A5                            | B8  | C11 | D5 |
|  |                               | B9  | C12 |    |
|  |                               | B10 |     |    |
|  |                               | B11 |     |    |

### Contents

| Topic  |  |
|--|--|
| 1. Fundamentals of Strategic Management                        | 1. Basic concepts of the Strategic Management<br>2. The creation of value<br>3. The corporate social responsibility<br>4. Mission and company objectives |
| 2. The general environment of the company                      | 1. Analysis of the general environment<br>2. Techniques for analyzing the general environment  |
| 3. Specific environment of the company                         | 1. The competitive environment<br>2. The five forces model<br>3. Strategic groups  |
| 4. The internal analysis of the company                        | 1. Diagnostic techniques<br>2. Analysis of resources and capacities  |
| 5. Competitive advantages and strategies                       | 1. Basic competitive advantages<br>2. Creating a competitive advantage<br>3. Sustaining a competitive advantage  |
| 6. Strategy development: Directions and methods of development | 1. Expansion strategy<br>2. Diversification strategy<br>3. Methods of development  |
| 7. Evaluation and implementation of strategies                 | 1. Evaluation and organisational change<br>2. Organisational culture   |

| <b>Planning</b>          |             |                             |             |
|--------------------------|-------------|-----------------------------|-------------|
|                          | Class hours | Hours outside the classroom | Total hours |
| Lecturing                | 18          | 25.2                        | 43.2        |
| Case studies             | 19.5        | 27.3                        | 46.8        |
| Project based learning   | 9           | 27                          | 36          |
| Objective questions exam | 2           | 8                           | 10          |
| Case studies             | 1           | 3                           | 4           |
| Essay                    | 2           | 8                           | 10          |

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

| <b>Methodologies</b>   |   |
|------------------------|---|
|                        | Description   |
| Lecturing              | Demonstration by the professor of the contents of the subject, theoretical concepts, cases of analysis, etc.  |
| Case studies           | Presentation of real cases for analysis and discussion in class. Class attendance will be required for ongoing assessment.  |
| Project based learning | 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. Class attendance will be required for ongoing assessment. |

| <b>Personalized assistance</b> |   |
|--------------------------------|---|
| Methodologies                  | Description   |
| Lecturing                      | Time reserved to guide, attend and solve doubts of the students during his process of learning. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement                               |
| Case studies                   | Time reserved to guide, supervise, attend and solve doubts of the students during the realization of the activities proposed. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement |
| Project based learning         | Time reserved to guide, supervise, attend and solve doubts of the students during the realization of the activities proposed. The tutorials can be carried out by telematic means (e-mail, virtual office, videoconference) under the modality of prior arrangement |

| <b>Assessment</b>        |  |               |   |                       |                      |
|--------------------------|--|---------------|---|-----------------------|----------------------|
|                          | Description  | Qualification | Training and Learning Results                   |                       |                      |
| Objective questions exam | Tests that evaluate the knowledge including closed questions with different answer alternatives (true / false, multiple choice, pairings of elements ...). Students select a response from a limited number of possibilities | 40            | B1<br>B5<br>B13<br>B14                          | C1<br>C3<br>C5<br>C12 | D1                   |
| Case studies             | The student must analyze real cases for the purpose of knowing, interpreting, solving, generating hypotheses, contrasting data, reflecting, completing knowledge, diagnose and train in alternative solution procedures.     | 40            | B1<br>B2<br>B9<br>B10<br>B14                    | C11<br>C12<br>C13     |                      |
| Essay                    | Project elaborated on a topic and must be written following established norms.   | 20            | B1<br>B2<br>B5<br>B8<br>B9<br>B10<br>B11<br>B14 | C11<br>C12<br>C13     | D2<br>D3<br>D4<br>D5 |

### **Other comments on the Evaluation**

The evaluation will be continuous during the semester.

In order to pass the subject, the student must reach a minimum of 3.5 in each part evaluated. If the subject is not passed for not reaching the minimum in any of the evaluated parts but the total score is higher than 5 (out of 10), the grade included in the grade report will be 4.5 (out of 10).

Throughout the course, the works and projects delivered on time through the Fatic platform will be qualified, as well as the presentations of the projects. Both this work and the final exam can be done virtually if exceptional circumstances make it

advisable. The examination may be taken orally or in writing. Any contribution made by students, both in face-to-face and virtual sessions, may be additionally valued.

The parts of the subject passed by the student in the continuous evaluation will be valid in the calls of each academic year.

Students who do not follow the continuous assessment: they must pass the exam (5 out of 10) of the whole subject in the call for official exams. The minimum mark in each of the parts of the examination (theory and practice) to be able to compensate and pass the subject will be 3.5 out of 10. The theoretical part will consist of an examination of objective questions and the practical part in the resolution of cases and practical questions. Through this examination, which will be done virtually if necessary, all the competences in the subject will be evaluated.

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

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### Sources of information

#### Basic Bibliography

Navas López, J.E. y Guerras Martín, L.A, **La dirección estratégica en la empresa. Teoría y aplicaciones**, 5ª, Civitas, 2015

Johnson, G.; Whittington, R. et. al., **Exploring Strategy: Text and Cases**, 11th, Pearson Education, 2017

#### Complementary Bibliography

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

Johnson, G., Scholes, K. y Whittington, R., **Fundamentos de Estrategia**, 1ª, Pearson Educación, 2010

Grant, Robert, **Dirección Estratégica. Conceptos, técnicas y aplicaciones**, 1ª, Civitas-Thomson Reuters, 2014

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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

Business: Basics of management/O04G020V01102

Business: Business management/O04G020V01203

Marketing Management I/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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### Contingency plan

#### Description

In the case of teaching in a non-attendance mode, the teaching activity will be carried out by means of the Remote Campus and the use of the Faitic platform, without prejudice to other measures that may be adopted to guarantee the accessibility of the students to the teaching content.

In the case of non-attendance, the work and projects will continue to be delivered, both in the Case Study (laboratory classes corresponding to the GM) and in the Work (classes corresponding to the GP). The evaluation will be carried out with the timely delivery of these works and projects. Also in the case of non-attendance the examination of objective questions will be done virtually, the coordinator will give the necessary guidelines. The examination may be taken orally or in writing.

Tutoring sessions may be conducted by virtual means (e-mail, virtual office, videoconference, etc.) under the modality of prior consultation.

It is recommended to attend the sessions of virtual classes scheduled by the teachers of the subject and consult in tutorials

the doubts that arise, for which it is necessary to contact by email with corresponding teacher. It is also highly recommended that students who have connectivity problems communicate this to the subject coordinator.

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