



## IDENTIFYING DATA

### Strategic management

Subject	Strategic management			
Code	V03G020V01503			
Study programme	Grado en Administración y Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	1st
Teaching language	#EnglishFriendly Spanish English			
Department				
Coordinator	Ferro Soto, Carlos Antonio			
Lecturers	Ferro Soto, Carlos Antonio González Loureiro, Miguel Pérez Pereira, Santos Rodríguez Domínguez, María del Mar Vila Alonso, María Mercedes			
E-mail	cferro@uvigo.es			
Web				
General description	Students will gain knowledge about the concepts and necessary tools to perform business management under a perspective integrative and of strategic reflection. Issues related to the companies' strategic process, such as analysis, design, and strategic implementation, will be studied.			
	The subject of the program English Friendly: International students will be able to request to the professors assigned to the English group: a) material and bibliographic references in English, b) attend tutorial attendance in English, c) proofs and evaluations in English.			

## Training and Learning Results

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

### Expected results from this subject

Expected results from this subject	Training and Learning Results		
Students will be able to identify the values, resources and capabilities of the company that allow the creation of sustainable advantages for stakeholders	B1 B14	C1 C3 C5	
Students will be able to analyse the opportunities and threats of the firm's environment in order to make decisions in a certain industry/sector	B1	C5 C11 C12 C13	
Students will be able to formulate the competitive strategies that are more suitable to answer to the challenges of the firm's environment and bearing in mind the Corporate Social Responsibility		C3 C11	D4 D5
Students will be able to describe the development strategies of a firm and to choose the method that is to be used in each case	B1 B13 B14	C11	
Students will be able to integrate the different approaches and the diversity of each team member's vision to the undertaking of a shared project	B2 B5 B8 B9 B13	C5 C13	D1 D2 D3
Students will be able to design both corporate and competitive levels of strategy for any firm within a work group	B5 B8 B9 B10 B11	C1 C11 C12	D1 D5

### Contents

Topic

Basic concepts of Strategic Management

Business Mission Statement and Aims

Analysis of the General Environment

Analysis of the Competitive Environment

The Firm's Internal Analysis

Competitive Advantages and Strategies

Corporate Strategies: Directions and Methods of strategic development

Strategy implementation and Control

### Planning

	Class hours	Hours outside the classroom	Total hours
Lecturing	22.5	36	58.5
Case studies	27.5	31	58.5
Essay questions exam	2.5	30.5	33

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

### Methodologies

	Description
Lecturing	Exhibition by professor of the contents on the subject, theoretical bases and/or guidelines of a work, exercise that the student has to develop
Case studies	Analysis of a fact, problem, or actual event with the purpose to know it, interpreting it, resolving it, generating hypotheses, contrasting data, thinking about, completing knowledge, diagnosing it, and training in alternative procedures of solution. The students of GE will have the right to be evaluated by this methodology although he/she does not attend the practical classes. This evaluation will consist of two proofs: individual Examination in the assessment of practice competencies and individual project on practices, consistent with tasks proposed specifically in Moovi, to deliver on the date of the official announcement.

### Personalized assistance

Methodologies	Description
---------------	-------------

Lecturing	Exhibition by part of the professor of the contents on the matter object of study, theoretical bases and/or guidelines of a work, exercise that the student has to develop. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment.
Case studies	Analysis of a fact, problem or real event with the purpose to know it, interpret it, resolve it, generate hypothesis, contrast data, think about, complete knowledges, diagnose it and train in alternative procedures of solution. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment.
<b>Tests</b>	<b>Description</b>
Essay questions exam	Proofs that include open questions about a subject. The students must develop, relate, organize and present the knowledges that they have about the subject in an extensive answer. the tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment.

<b>Assessment</b>					
Description		Qualification	Training and Learning Results		
Case studies	Analysis of a fact, problem or real event with the purpose to know it, interpret it, resolve it, generate hypothesis, contrast data, think about, complete knowledges, diagnose it and train in alternative procedures of solution	30	B1 B2 B5 B8 B9 B10 B11 B13 B14	C1 C3 C5 C11 C12 C13	D1 D2 D3 D4 D5
Essay questions exam	Proofs that include open questions about a subject. The students must develop, relate, organize and present the knowledges that they have about the subject in an extensive answer. This evaluation consist of two exams to evaluate the Part I (35%) and Part II (35%).	70	B1 B2 B5 B13	C1 C3 C5 C11 C12	

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

All the specifications about the evaluation will be clearly detailed on Moovi, in the document 'Conditions of the subject' at the beginning of the course.

The dates and hours of the official examinations (first and second call) are the specified in the exams calendar approved by Xunta de Facultade for the present academic course, and will be able to consult on the website of the faculty: <http://fccee.uvigo.es/>

The students will be able to choose to be evaluated under a continuous assessment frame (EC), or alternatively a non-continuous assessment frame (EG). The assessment by default is the EC. The election of EG supposes the renunciation of the right to be evaluated under EC and the qualifications obtained until this moment. Independently of the modality of evaluation (continuous or global), it is necessary to have at least a 5 (over 10) in each test/evidence of evaluation to pass the subject. Equally, all the tests/evidence are liberatory for all the calls of the present course. Students can take the exam with the part that has been failed in the official calls to pass that part.

#### **CONTINUOUS ASSESSMENT (EC)**

The EC will be considered when the student has attended and participated actively in more than 80% of the practical classes and has delivered 100% of the cases proposed in the practical sessions. In case of unattendance of the 80% of the practical sessions, it will be understood that the student has opted for EG.

For the students under EC, the absence of some face-to-face practice by a justified cause (inside the percentage to keep the EC) will lead to the students to do and present individually the corresponding case of that practical for students of EG.

The test/evidence of evaluation for the assessment EC will be the following:

1. Practical cases developed in group in the face-to-face sessions of practices (30%): 70% result of the case + 30% active participation in the group. 2. Individual examination for evaluation contained Part I (35%) 3. Individual examination for evaluation contained Part II (35%) All the EC tests/evidence will be done during the first four-month period.

**GLOBAL EVALUATION (EG)** The EG is headed to students that opt by this modality of evaluation or students that have not met the EC conditions. The students of EG will have the right to be evaluated for the practical classes, although they do not attend them. This evaluation will consist of an individual Examination for practices and an individual work for the practices proposed specifically on Moovi, that should be delivered on the date of the official examination.

The EG consists of the following test/evidence of evaluation, only in official announcements, that will conform 100% of the qualification (10 on 10), with the following weighting:

1 Individual examination for evaluation contained Part I (35%) 2. Individual examination for evaluation contained Part II (35%) 3. Individual examination for evaluation of practices (15%) 4. Individual work on practices (15%) - work proposed specifically on Moovi, to be delivered on the date of the official examination.

## FIN DE CARRERA CALL

In the fin de carrera call, the evaluation will consist of the following tests, that will conform 100% of the qualification (10 on 10), with the following weighting:

1. Individual examination for evaluation contained Part I (35%) 2. Individual examination for evaluation contained Part II (35%) 3. Individual examination for evaluation of practices (30%)

In the Fin de Carrera call, the student must obtain a minimum of 5 in each proof of evaluation to surpass the subject.

The students that do not participate in the EC neither in the EG, will have the qualification of "no presented". It will be considered that students who have done any of the activities/tests of evaluation are under EC.

With independence of the assessment modality or call, students must take into account the Title VII (on the use of illicit means), of the Regulamento da Avaliación, calificación e a calidade da docencia e do proceso de aprendizaxe (available on the link <https://secretaria.uvigo.gal/uv/web/normativa/public/normativa/documento/downloadbyhash/4904ced4d24eb81fe5715ddde2c48c59c0a7c4d624cd0e7491df7a753985ccfa>)

**Tutorial attendance with prior appointment**

---

### Sources of information

#### Basic Bibliography

Fernández Sánchez, E. y Ramírez Alesón, M., **Fundamentos para la toma de decisiones estratégicas de la empresa**, 978-84-368-4381-1, Pirámide, 2021

Navas López, J.E. y Guerras Martín, L.A, **Fundamentals of Strategic management**, 978-8491977605, 1st, Civitas-Thompson Reuters, 2013

Navas López, J.E. y Guerras Martín, L.A, **La Dirección Estratégica de la Empresa: Teoría y Aplicaciones**, 978-8447053001, 6ª, Civitas-Thompson Reuters, 2022

Grant, Robert, **Dirección Estratégica. Conceptos, técnicas y aplicaciones**, 9788447046539, 1ª, Civitas-Thompson Reuters, 2014

Johnson, G; Scholes, K.; Whittington, R., **Fundamentos de Estrategia**, 9788483226452, 1ª, Pearson, 2010

Johnson, G.; Whittington, R. et. al., **Exploring Strategy: Text and Cases**, 978-1292282459, 10th, Pearson, 2013

#### Complementary Bibliography

Guerras Martín, L.A y Navas López, J.E., **Casos de Dirección Estratégica**, 978-84-1308-975-1, 5ª, Civitas-Thompson Reuters, 2014

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

---

### Recommendations

#### Subjects that continue the syllabus

International strategic management/V03G020V01603

---

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

Business: Basics of management/V03G020V01102

Business: Business management/V03G020V01203

Marketing Management I/V03G020V01403

Operations management/V03G020V01302

Human Resources management/V03G020V01303

---

### Other comments

This subject is taught in the PCEO of the double degree ADE-Derecho in the 5th course, 1st term, by professors: María del Mar Rodríguez Domínguez and Manuel Guisado González