



## IDENTIFYING DATA

### Strategic business management

Subject	Strategic business management			
Code	V08G211V01906			
Study programme	Grado en Relaciones Laborales y Recursos Humanos			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Optional	3rd	2nd
Teaching language	Spanish Galician English			
Department				
Coordinator	Rodríguez Domínguez, María del Mar			
Lecturers	González Loureiro, Miguel Rodríguez Domínguez, María del Mar			
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Web				
General description	Aspects related with the strategic process are studied, like strategic analysis, strategy design and strategic implementation.			

## Training and Learning Results

Code	
A1	Students will have shown they have sufficient knowledge and understanding of an area of study, starting after completion of general secondary education, and normally reaching a level of proficiency that, being mostly based on advanced textbooks, will also include familiarity with some cutting-edge developments within the relevant field of study.
A2	Students will be able to apply their knowledge and skills in their professional practice or vocation and they will show they have the required expertise through the construction and discussion of arguments and the resolution of problems within the relevant area of study.
A3	Students will be able to gather and interpret relevant data (normally within their field of study) that will allow them to have a reflection-based considered opinion on important issues of social, scientific and ethical nature.
A4	Students will be able to present information, ideas, problems and solutions both to specialist and non-specialist audiences.
A5	Students will acquire the learning skills that are required to pursue further studies with a high degree of independence.
B1	Ability to find, analyze and summarize information to construct arguments and express informed opinions in different areas of professional practice.
B3	Ability to learn continuously and independently, to allow knowledge to be constantly updated in people's professional practice.
B5	Ability to comply with fundamental rights and the professional code of deontology in one's professional activity.
C16	To know the techniques and procedures of organization of companies.
D1	Analytical and synthetic skills for the construction and defense of arguments, as well as for organizing, planning and managing time effectively in pressure situations.
D3	Ability to make decisions independently, leadership skills, ability to engage in co-operative teamwork, interpersonal skills that are helpful in professional and social situations.
D4	Ability to behave ethically and with social responsibility as a citizen and as a professional, respecting diversity and multiculturalism.

## Expected results from this subject

Expected results from this subject	Training and Learning Results
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The student has to be able to understand the business management, as to understand the strategic importance of each of the functional areas, and to apply the basic notions of management.

A1 B1 C16 D1  
A2 B3 D3  
A3 B5 D4  
A4  
A5

## Contents

Topic	
Introduction to strategic management	Basic elements of the strategic management: concept, component, levels Phases of the strategic process Evolution of the management in the company Towards an integrated vision of strategic management
Mission, Vision and objectives	Mission Vision Objectives
External analysis	Concept and typology of environment Analysis of the present general environment and future Delimitation of the specific environment Analysis of the industry structure Market segmentation: strategic groups
Internal analysis	The internal diagnostic of the company Analysis by comparison with competitors Value chain SWOT analysis The Resource and Capabilities View
Competitive strategy: Cost leadership and differentiation	Strategy and competitive advantage The cost advantage The differentiation advantage Stuck in the middle The strategic clock
Corporate strategy: Directions and methods of development	The corporate strategy Determination of the field of activity of the company Directions The expansion strategy The diversification strategy Methods of development
The diversification strategy	Related and unrelated diversification strategy
Vertical integration	Concept of vertical integration Reasons for the vertical integration Towards quasi-vertical integration
Cooperation strategy	Concept of cooperation Types of strategic alliances
Internationalization strategy	The multinational company Strategies for entering external markets

## Planning

	Class hours	Hours outside the classroom	Total hours
Case studies	15	30	45
Lecturing	36	14	50
Objective questions exam	1	27	28
Objective questions exam	1	26	27

\*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 a fact, problem or real event with the aim to know it, interpreted, resolved, generate hypothesis, contrast data, think over, complete knowledges, diagnosed and trained in alternative procedures of solution.
Lecturing	Exhibition by the professor of the subject object of study, theoretical bases and/or guidelines of one work, exercise or project to be developed by the student.

## Personalized assistance

Methodologies	Description
Lecturing	Orientation, support and resolution of questions and problems

Assessment				
	Description	Qualification	Training and Learning Results	
Case studies	The cases delivered along the course will be assed.	35	A1 B1 C16 A2 B3 A3 B5 A4 A5	
Objective questions exam	The evaluation will assess the knowledge of the first part of the subject (Strategic Analysis), the use of appropriate terminology, the structure and coherence of the answers, the expression and communication of the ideas, and the presentation	32.5	B1 B5	D1 D3 D4
Objective questions exam	It will be evaluated the knowledge of the second part of the subject (Strategic Formulation, Implementation and Control), the terminology used, the answers well structured and with solid and coherent arguments, the capacity of expression and communication of the ideas and the presentation	32.5	B1 B5	D1 D3 D4

### Other comments on the Evaluation

#### Continuous assessment

Attendance at 80% of the classes will be required. In order to pass the subject, it is required to obtain at least a score of 5 points out of 10 in both tests and the submission of cases. If any student does not pass the continuous assessment, he/she can take the exam with the part that has been failed in the official calls: June and July. Parts will not be saved for other academic years.

#### Non-continuous assessment

In any case, on the official dates there will be an exam that will have three parts, and which will correspond to the three parts of the continuous assessment and will maintain the corresponding weights. It is necessary to obtain 5 points out of 10 in each part of the exam. In the end-of-career exam there will be a single exam with several parts and there will be both theoretical questions and application questions as well as a mini-case or sentence to comment on to evaluate that practical part and which will allow the students to obtain 100% of the grade. In this case it is not necessary to get a minimum score in each part.

Exam dates are approved by the Faculty Board and posted on the website and on the center boards.

Students must take into account Title VII (on the use of illegal means), of the Regulamento da Avaliação, calificación e a calidade da docencia e do proceso de aprendizaxe (<https://secretaria.uvigo.gal/uv/web/regulations/public/regulations/documento/downloadbyhash/4904ced4d24eb81fe5715ddde2c48c59c0a7c4d624cd0e7491df7a753985ccfa> ). Students are advised on the ethical and proper use of any Artificial Intelligence, which involves including in the text an explicit mention of the interaction with an artificial intelligence, as well as the essential excerpt of that interaction, indicating which AI was used in any deliverable that is evaluated through the Moodle platform. Additionally, a critical reflection on that interaction is required. Omission of these details about the interaction will be considered unethical behaviour and may result in penalties to the points awarded in that test

### Sources of information

#### Basic Bibliography

Navas Lopez, J.E; Guerras Martin, L.A., **Fundamentos de Dirección Estratégica de la Empresa**, 2ª, Thomson Civitas, 2016

Navas Lopez, J.E; Guerras Martin, L.A, **Fundamentals of Strategic Management**, 2ª, Civitas, 2018

Guerras Martin, L.A; Navas López, J. E., **Casos de Dirección estratégica de la empresa**, 6ª, Thomson, 2020

#### Complementary Bibliography

Fernández Sánchez, E., **Dirección Estratégica de la empresa**, Delta, 2004

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

Guerras Martín, L.A.; Navas López, J.E., **La Dirección Estratégica de la Empresa**, 6ª, Thomson Civitas, 2022

### Recommendations

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

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Company: Company organisation/V08G211V01202

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**Other comments**

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This teaching guide anticipates the lines of action that must be carried out with the student in the subject and is conceived in a flexible way. Consequently, it may require readjustments throughout the academic year promoted by the dynamics of the class and the group or by the relevance of the situations that may arise. Likewise, students will be provided with information and specific guidelines that are necessary at each moment of the training process

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