



IDENTIFYING DATA

Strategic management

Subject	Strategic management			
Code	V55G020V01503			
Study programme	Grado en Administración y 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.com			
Web	http://www.ieside.edu			
General description	This module is taught in English, therefore it is essential that students accredit a B2 level of English.			

Training and Learning Results

Code				
B1	Analysis and synthesis skills.			
B2	Critical and self-critical thinking.			
B5	Oral and written communication skills.			
B8	To be able to communicate fluently with people, including interpersonal skills for active listening, negotiation, persuasion and presentation.			
B9	Ability to work efficiently in a work team.			
B10	To write consulting reports about specific situations of companies and markets.			
B11	To write comprehensive management projects and projects for functional areas of the company.			
B13	Ability to learn and work independently.			
B14	Ability to apply the theoretical and practical knowledge acquired in a specialized academic context.			
C1	To be familiar with the existing interrelations between the different subsystems making up the corporate system.			
C3	To be familiar with the internal features, functions and processes of organizations, including their nature, structure, administration, functioning and management.			
C5	To be familiar with the relationship between corporations and their milieu, assessing its repercussions on corporate strategy, behavior, management and sustainability.			
C11	To make strategic decisions using different types of corporate models.			
C12	To sort out problems in an effective fashion and to make decisions using appropriate quantitative and qualitative methods, including identification, formulation and solution of corporate problems.			
C13	Mobility and adaptability to different contexts and situations.			
D1	Effective management of one's personal resources in terms of time, planning and performance, motivation and initiative both at individual and corporate levels.			
D2	Leadership skills, including empathic attitude with others.			
D3	Responsibility and willingness to make commitments.			
D4	Commitment to abide by ethical values at work.			
D5	Striving for quality and continuous improvement.			

Expected results from this subject

Expected results from this subject	Training and Learning Results	
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

1 - Basic concepts of Strategic Management	<ul style="list-style-type: none"> - Concept of Strategy - Strategic Management. Decisions. - Levels of Strategy: corporate, business and functional - The process of Strategy: phases (analysis, formulation and implementation)
2 - Business mission and objectives	<ul style="list-style-type: none"> - Strategy Statements: Mission, Vision and strategic Objectives - Value creation and Stakeholders
3 - Analysis of the general environment	<ul style="list-style-type: none"> - Introduction - The PESTEL framework. Key drivers for change - The environment's strategic profile
4 - Analysis of the specific environment	<ul style="list-style-type: none"> - Competitive environment definition: industry, business and market - The Five Forces framework: Industry's level of attractiveness - Competitors: Strategic groups and Segments
5 - Internal analysis of the company	<ul style="list-style-type: none"> - The Strategic Drift - Strategic Capabilities: resources and competences - The Value Chain - The SWOT analysis
6 - Strategic and competitive advantages	<ul style="list-style-type: none"> - Introduction - Cost Leadership and differentiation advantages - The Strategy Clock - Strategies based on an industry's maturity state
7 - Corporate strategies. Design and implementation.	<ul style="list-style-type: none"> - Directions for Strategic Development: expansion and diversification - Portfolio or BCG Matrix - Methods of Development: internal vs. external
8 - Strategy implementation and control	<ul style="list-style-type: none"> - The Strategy Evaluation and Selection Process - General Summary

Planning

	Class hours	Hours outside the classroom	Total hours
Case studies	21	20	41
Lecturing	25	30	55
Essay questions exam	2	20	22
Problem and/or exercise solving	0	20	20
Essay questions exam	2	10	12

*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	Case studies, of real and imaginary situations, in order to understand, interpret, resolve, reflect upon, debate and propose solutions to the problems given.
Lecturing	The teacher will explain the concepts of each topic. Guidelines will be given to carry out the coursework.

Personalized assistance	
Methodologies	Description
Lecturing	Interviews with the teacher in order to receive advice on aspects related to the module and the learning process.
Case studies	Interviews with the teacher in order to receive advice on aspects related to the module and the learning process.
Tests	Description
Essay questions exam	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	Study of cases, analysis of situations, readings and investigations, and work in the classroom, with the aim to know the business situations, interpret problems, generate alternatives of solution, reflect upon, debate and learn.	15	B1 B2 B5 B8 B9 B10 B14	C1 C3 C5 C12 C13	D2 D3
Essay questions exam	Final examination. Individual written exam, on theoretical and practical contents of the subject that will be carried out at the end of the semester.	50	B13 B14	C1 C3 C5 C11 C12	D3 D5
Problem and/or exercise solving	Individual project on process of strategic management in a real company. Definition of mission and business aims, analysis of the general and specific surroundings, analysis of competitors and competitive advantages, strategies of development of business, implantation and control of strategies.	20	B1 B2 B10 B11 B13 B14	C1 C3 C5 C12	D1 D3 D4 D5
Essay questions exam	Mid term exam. Individual written exam based on the theoretical and practical contents of the subject.	15	B1 B13 B14	C1 C5 C12	D5

Other comments on the Evaluation

In order to obtain a pass mark in this module, students must obtain a minimum grade of 3.5 (out of 10) in the final exam.

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 2022/2023.

Final exams are corrected using "blind marking".

The time and dates for exams for academic session 2022/2023 will be determined by the Board of Studies of IESIDE.

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

Sources of information

Basic Bibliography

Complementary Bibliography

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

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

Johnson, G.; Whittington, 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

Navas López, J.E. y Gerras Martín, L.A., **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

Recommendations

Other comments

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.
