



## IDENTIFYING DATA

### Strategic management

Subject	Strategic management			
Code	V03G020V01503			
Study programme	(*)Grao en Administración e Dirección de Empresas			
Descriptors	ECTS Credits	Choose	Year	Quadmester
	6	Mandatory	3rd	1st
Teaching language	Spanish English			
Department				
Coordinator	Ferro Soto, Carlos Antonio			
Lecturers	Ferro Soto, Carlos Antonio González Loureiro, Miguel Rodríguez Domínguez, María del Mar Vila Alonso, María Mercedes			
E-mail	cferro@uvigo.es			
Web	<a href="http://http://faitic.uvigo.es">http://http://faitic.uvigo.es</a>			
General description	The main topics covered will be the concepts and techniques that are required to perform the management of any business following an integrative approach of strategic reflection. We tackle the issues relative to the strategic process in firms, namely analysis, formulation and implementation of strategy.			

## Competencies

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

## Learning outcomes

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
Master Session	22.5	36	58.5
Case studies / analysis of situations	22.5	21	43.5
Other	3	20	23
Jobs and projects	5	20	25

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

## Methodologies

	Description
Master Session	The professor lectures the main contents of the topic usually with illustrative material, which entails the active participation of students
Case studies / analysis of situations	Students analyse readings that contain cases, actual or fictitious, with the purpose of examining in depth a topic, debating and team-working, and to reflect upon the topics in the group in order to reach a conclusion

## Personalized attention

Methodologies	Description
Master Session	The lecturer will be available for solving doubts to students during the time scheduled
Case studies / analysis of situations	The lecturer will supervise and guide each group's discussion
Tests	Description
Other	he lecturer will be available for solving doubts to students during the office hours published
Jobs and projects	The lecturer will supervise and guide each group's work

Assessment					
Description		Qualification	Training and Learning Results		
Case studies / analysis of situations	Study, discussion and participation in the resolution of actual or fictitious situations on firm's strategic issues	20-10	B1	C1	D1
			B2	C3	D2
			B5	C5	D3
			B8	C11	D4
			B9	C12	D5
			B10	C13	
			B11		
			B13		
			B14		
Other	Individual, formal and written examinations on theoretical and practical topics	60-70	B1	C1	
			B2	C3	
			B5	C5	
			B13	C11	
Jobs and projects	Elaboration of exercises, activities and projects in due date	20-10		C12	
			B1	C3	
			B5	C5	
			B9	C11	
			B10		
			B13		
			B14		

### Other comments on the Evaluation

#### For all the students:

Information on the exact assessment percentages will be posted in the FAITIC website (Uvigo learning website) at the beginning of the course.

Continuous assessment can only be applied if the student has attended at least at 80% of the scheduled seminars AND delivered the 100% of works proposed for those seminars regardless his/her attendance.

The grading required to apply the weighing scheme entails a minimum passing grade of 5 out of 10 in each part (theory and applied work). In any other case the mark will be fail.

ALL the students are to deliver the 100% of works proposed for seminars regardless the type of assessment (continuous or summative examinations).

#### Students who opt out of continuous assessment

Students who opt out of continuous assessment or who do not meet the mentioned above criteria will be assessed by means of specific examinations, which shall include theory and applied work. The specific information will be available in the document labelled as "Subject Rules" FAITIC website (Uvigo learning website)

#### Specifically for those students who chose to attend the English course of this subject:

Students must explicitly opt in by sending an email to the professor/s who teach/es this subject in English language. By sending this email the student CHOOSES to be assessed in English language, which means s/he can only attend the English classes of this subject and can only sit for examination in English. During the same course, it is not allowed to shift from one to another once the student submits his/her decision on the language. By sending that email, the student explicitly desists from being assessed and sitting for examination in any other language during the current course.

English students who do not strictly meet the criteria of continuous assessment as mentioned above will be graded by specific summative examinations, which will include theory and applied work parts.

### Sources of information

#### Basic Bibliography

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

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

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

Navas López y Gerrás Martín, **La Dirección Estratégica de la Empresa: Teoría y Aplicaciones**, 5ª, Civitas-Thompson Reuters, 2015

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

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**Complementary Bibliography**

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

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

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

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**Recommendations**

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**Subjects that continue the syllabus**

International strategic management/V03G020V01603

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

Company: Basics of management/V03G020V01102

Company: Company management/V03G020V01203

Business management 1/V03G020V01403

Operations management/V03G020V01302

Human resources management/V03G020V01303

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**Other comments**

This syllabus should be interpreted as the foreseeable working lines that will be developed in this subject during the semester. It is conceived to be flexible due to the lack of information on the composition of the students group in advance. Accordingly, it may require readjustments along the semester essentially due to the group dynamics and to prevent potential situations that may hinder the teaching-learning process. Further, the lecturers shall provide the required information to students depending upon that dynamics and stage in the teaching-learning process

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