



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	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	This subject's main topics will be the concepts and techniques that are required to perform the management of any business by 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.			
	The subject has group of English for GADE students and is English friendly for PCEO ADE-Low students			

Skills

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
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 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

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.

Tests	Description
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.

Assessment					
	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.	70	B1 B2 B5 B13	C1 C3 C5 C11 C12	

Other comments on the Evaluation

The full specifications for the evaluation will be in a detailed document named "syllabus" and posted in the E-learning platform of the University of Vigo at the beginning of the course.

Official examination dates will be posted in the faculty's website: <http://fccee.uvigo.es/es/>

Regardless the type of assessment (continuous or non-continuous), it will be required to obtain at least a score of 5 (on a maximum of 10) in each type of evaluation (theory and seminars) to pass the subject. Additionally, the students should submit the 100% of evidences required for the work developed in seminars.

CONTINUOUS ASSESMENT FRAME

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

Part I and Part II will be evaluated separately in the exam. A minimum passing grade of 5 out of 10 in each Part is required to pass this evaluation of the theoretical part. The mark of the Parts the student passes during the course will be included in the final mark so the student does not have to repeat it. This works until the last call of the current course.

WEIGHTING OF PARTS: Practical work (30%) + Exam of Theory (70%) (Part I=50% & Part II=50%).

The final mark is the result of the continuous assessment of works and the mark of the exam. Students who do not attend to exam of Theory will be qualified with the continuous assessment mark

NON-CONTINUOUS ASSESSMENT FRAME

Regardless of the call (ordinary or second chance), as an alternative to the continuous assessment system, students may choose to be assessed with a final exam that will weigh 100% of the grade.

Non-continuous assessment frame will be apply automatically when the student fails to attend at least the 80% of scheduled seminars.

PRACTICAL PART ASSESSMENT:

The student should submit his/her individual solution to the specific works in e-learning platform of University of Vigo, in the official examination dates.

Additionally, the student should pass a specific exam of the practical part in the official call for examinations and should obtain a minimum mark of 5 to pass the subject.

THEORY ASSESSMENT:

Part I and Part II of the subject will be evaluated in the exam of the theory separately. These students can **ONLY** take the

exam in the two official calls for examination of the subject. Students should obtain a minimum mark of 5 on a total of 10 in each Part (I and II) to pass the theory assessment. The mark of the Parts the student passes in a call will be included in the final mark so the student does not have to repeat it. This works until the last call of the current course.

WEIGHTING OF PARTS:

Practical examination (30% of total mark)=50% assignments + 50% specific practical exam)

THEORY (70% of total mark)= 50% Part I exam + 50% Part II exam.

END OF DEGREE CALL FOR EXAMINATION

For those students that are eligible for this call, the weighted mark of the exam of theory plus the exam of the practical part enables the student to obtain potentially the 100% of the maximum total mark (10). The total mark will be equal to 70% of the mark of the theoretical exam plus the 30% of the practical exam. In the case of the theoretical part, each Part (I and II) will weigh equally for the theoretical mark (50% each of them). A minimum mark of 5 will be required to apply the weights.

Sources of information

Basic Bibliography

Fernández Sánchez, E. y Ramírez Alesón, M., **Fundamentos para la toma de decisiones estratégicas de la empresa**, Pirámide, 2021

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

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

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

Complementary Bibliography

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

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 in the PCEO Degree in Business Administration and Management - Degree in Law is taught in the second semester of the first year and the teachers are María del Mar Rodríguez Domínguez and María Jesús Fernández Arias. This subject also belongs to the English Friendly program.

Contingency plan

Description

=== EXCEPTIONAL PLANNING ===

Given the uncertain and unpredictable evolution of the health alert caused by COVID-19, the University of Vigo establishes extraordinary planning that will be activated when the administrations and the institution itself determine it, considering safety, health and responsibility criteria both in distance and blended learning. These already planned measures guarantee, at the required time, the development of teaching in a more agile and effective way, as it is known in advance (or well in advance) by the students and teachers through the standardized tool.

=== ADAPTATION OF THE METHODOLOGIES ===

* Teaching methodologies maintained

To guarantee the accessibility of the students to the learning contents, the use of the e-learning platform will be kept to reinforce the non-attendance teaching mode taught through the Campus Remoto tool.

* Teaching methodologies modified

In case of a non-attendance teaching mode, the teaching activity will be taught through the Campus Remoto tool.

* Non-attendance mechanisms for student attention (tutoring)

The tutoring sessions may be carried out by electronic means (e-mail, virtual office, ...), always with a scheduled appointment.

* Modifications (if applicable) of the contents

No apply

* Additional bibliography to facilitate self-learning

No apply

* Other modifications

No apply

=== ADAPTATION OF THE TESTS ===

* Tests already carried out

The weight of all assessment tests will be maintained.

* Pending tests that are maintained

The weight of all tests and the evaluation methodology will be maintained.

* Tests that are modified

The weight of all tests and the evaluation methodology will be maintained, according to these two situations:

If the official exams can be done on-site, everything provided in the evaluation section is maintained.

If the official exams cannot be done on-site, they would be done by telematic means (e-learning platform of the University of Vigo and Campus Remoto), through objective multiple-choice tests.

* New tests

No apply

* Additional Information

No apply
