



Teaching Guide				
Identifying Data				2022/23
Subject (*)	Strategic Management and Business Policy I		Code	611G02025
Study programme	Grao en Administración e Dirección de Empresas			
Descriptors				
Cycle	Period	Year	Type	Credits
Graduate	1st four-month period	Third	Obligatory	6
Language	Spanish			
Teaching method	Face-to-face			
Prerequisites				
Department	Empresa			
Coordinador	Calvo Babío, Nuria Begoña	E-mail	nuria.calvob@udc.es	
Lecturers	Barros Campello, Esther Alicia Calvo Babío, Nuria Begoña Guillen Solorzano, Maria	E-mail	esther.barros@udc.es nuria.calvob@udc.es maria.guillen@udc.es	
Web				
General description	The field of Strategic Management requires to understand the factors responsible of the business behaviour, in order to identify the (internal and external) changes that will have organizational and economic effects in the future. The students will work on a dynamic framework of strategic management, based on the study of strategic problems and competitive sources and internationalization.			

Study programme competences / results	
Code	Study programme competences / results
A1	Manage an enterprise or small organization, understanding their competitive and institutional position and identifying their strengths and weaknesses
A2	Integrate in any functional area of micro-firms or SMEs and perform fluently any management task commissioned
A3	Evaluate and foreseeing, from relevant data, the development of a company.
A4	Elaborate advisory reports on specific situations of companies and markets
A5	Write projects about specific functional areas (e.g. management, marketing, financial) of the company
A6	Identify the relevant sources of economic information and to interpret the content.
A8	Derive, based on from basic information, relevant data unrecognizable by non-professionals.
A9	Use frequently the information and communication technology (ICT) throughout their professional activity.
A10	Read and communicate in a professional environment at a basic level in more than one language, particularly in English
A11	To analyze the problems of the firm based on management technical tools and professional criteria
B1	CB1-The students must demonstrate knowledge and understanding in a field of study that part of the basis of general secondary education, although it is supported by advanced textbooks, and also includes some aspects that imply knowledge of the forefront of their field of study
B2	CB2 - The students can apply their knowledge to their work or vocation in a professional way and have competences typically demonstrated by means of the elaboration and defense of arguments and solving problems within their area of work
B3	CB3- The students have the ability to gather and interpret relevant data (usually within their field of study) to issue evaluations that include reflection on relevant social, scientific or ethical
B4	CB4-Communicate information, ideas, problems and solutions to an audience both skilled and unskilled
B5	CB5-Develop skills needed to undertake further studies learning with a high degree of autonomy
B6	CG1-Perform duties of management, advice and evaluation in business organizations
B7	CG2-Know how to use the concepts and techniques used in the various functional areas of the company and understand the relationships between them and with the overall objectives of the organization
B8	CG3- Know how to make decisions, and, in general, assume leadership roles.
B10	CG5-Respect the fundamental and equal rights for men and women, promoting respect of human rights and the principles of equal opportunities, non-discrimination and universal accessibility for people with disabilities.
C1	Express correctly, both orally and in writing, in the official languages of the autonomous region



C4	To be trained for the exercise of citizenship open, educated, critical, committed, democratic, capable of analyzing reality and diagnose problems, formulate and implement knowledge-based solutions oriented to the common good
C5	Understand the importance of entrepreneurial culture and know the means and resources available to entrepreneurs
C6	Assess critically the knowledge, technology and information available to solve the problems and take valuable decisions
C7	Assume as professionals and citizens the importance of learning throughout life.
C8	Assess the importance of research, innovation and technological development in the economic and cultural progress of society.

Learning outcomes			
Learning outcomes	Study programme competences / results		
Develop and strengthen a general management perspective.	A1 A2 A3 A4 A5 A6	B1 B2 B3 B4 B5 B6 B7 B8	C1 C4 C5 C6 C7 C8
Understand the fundamental concepts in strategic management: strategy, strategic planning, strategic direction, the relationship between strategy and organization, competitive analysis and strategic analysis of the company and industry	A1 A2 A3 A4 A5 A6		
Understand and differentiate the different levels of business strategy: corporate, competitive and functional.	A1 A2 A6 A8	B1 B7	
Develop an awareness of the dynamic effects of the strategic actions of the company and its rivals in the competitive strategy and corporate strategy of the company.	A1 A3 A8 A11	B1 B2 B7 B8 B10	C4 C7
Integrate the knowledge gained in previous courses in a useful conceptual framework for general management level, applying it to a new business plan.	A5 A9 A10	B2 B3 B7 B8	C4 C5
To practice the teamwork and oral communication		B4 B8	C1 C4 C5 C6 C7
To the tools of strategic analysis and the available theoretical and methodological perspectives.	A11	B2 B7	

Contents	
Topic	Sub-topic
I. INTRODUCTION TO STRATEGIC MANAGEMENT	1. Conceptual framework



II. THEORETICAL AND APPLIED FRAMEWORK	2. Strategic analysis 3. The entrepreneurial project 4. The strategic logic of an organization
III. BUSINESS UNIT STRATEGY	5. The business concept 6. The organization concept 7. Core processes
IV. CORPORATE STRATEGY	8. Patterns of business growth 9. Strategies of internationalization

Planning				
Methodologies / tests	Competencies / Results	Teaching hours (in-person & virtual)	Student?s personal work hours	Total hours
Guest lecture / keynote speech	A1 A2 A3 A6	17	34	51
Case study	A4 A5	10	30	40
Supervised projects	A3 A4 A5 A6 A8 A9 B3 B4 B5 B6 B7 B8 B10 C1 C4 C5 C6 C7 C8	12	36	48
Mixed objective/subjective test	A10 A11 B1 B2	1	0	1
Aprendizaxe servizo	B2 B3 B7 C4 C5 C6 C7 C8	3	3	6
Personalized attention		4	0	4

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

Methodologies	
Methodologies	Description
Guest lecture / keynote speech	The conceptual framework will be presented during the classes. Theories will be aligned with the cases of study, in order to provide a complete vision of the application of strategic management into practice. Inductive and deductive methods will be used. The time devoted to each of the chapters in which the subject will be divided in proportion to its extent and degree of difficulty in its preparation.



Case study	<p>The teacher will present the analysis of different real companies framing each of them in the appropriate sections of the course contents.</p> <p>Through each of the cases, students and teacher engage in a process of analysis and deep discussion about the circumstances facing each of the companies analyzed.</p> <p>The teacher will present the analysis of different real companies framing each of them in the appropriate sections of the course contents.</p> <p>Through each of the cases, students and teacher engage in a process of analysis and deep discussion about the circumstances facing each of the companies analyzed.</p>
Supervised projects	Students will work following the methodology of case of study in order to analyze a business case from the strategic management approach.
Mixed objective/subjective test	Students will answer to open and close questions regarding issues treated in lectures.



Aprendizaxe servizo	<p>Students will be able to choose to do the supervised project of a third sector company, combining the service to the community with the learning of strategic analysis tools and competency-based management.</p> <p>Teachers will ask previously to the non-profit organizations the availability of their professionals to facilitate the work of the students.</p>
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### Personalized attention

Methodologies	Description
Case study Aprendizaxe servizo Mixed objective/subjective test Supervised projects Guest lecture / keynote speech	<p>In master classes, the teacher will address each of the issues raised by students during their development relating to the subject. If the issues raised require broader responses, the teacher will offer to the student a complementary explanation during the tutorial sessions. Answers to previous questions can be posted on Teams and Moodle (e-learning platform), in order to other students can take advantage of it. During the sessions of case study, students should intervene to ask, clarify or explain their different approaches. The teacher will provide support to the working groups in the classroom and also in the tutorial sessions.</p> <p>Following the recommendations of the UDC regarding sustainability, the reports will be sent in digital format, avoiding the unjustified consumption of paper.</p> <p>Students and teachers are committed to provide the strategic analysis reports to the firms case of study, especially the nonprofit organizations involved in the student learning-service project.</p> <p>Students with part-time attendance recognized by the academic institution will mainly use Teams and Moodle platforms and mail and Teams to manage the contents of the subject and to contact with the professor for on-line tutorial sessions.</p>

### Assessment

Methodologies	Competencies / Results	Description	Qualification
Case study	A4 A5	20% of the final mark	20
Mixed objective/subjective test	A10 A11 B1 B2	40% of the final mark	40
Supervised projects	A3 A4 A5 A6 A8 A9 B3 B4 B5 B6 B7 B8 B10 C1 C4 C5 C6 C7 C8	40% of the final mark	40
Guest lecture / keynote speech	A1 A2 A3 A6	Requirement of 50% of attendance.	0

### Assessment comments



The evaluation criteria will serve for the first opportunity. In the evaluation of supervised projects, the professor will take into account the the service-based-learning project. Participation in continuous assessment activities in a percentage less than 20% implies an assessment of not presented, regardless of the score achieved.

In the second opportunity, the final exam will be based on a case study that the student will analyze based on the conceptual framework and technical tools learned in the semester. On the day of the exam, students who have not passed the continuous evaluation will have to deliver an individual project. The final mark will be the average of the mark of exam and project. Those who have passed the continuous evaluation will only have to do the exam, and their final mark will be  $0.6 \times \text{continuous evaluation mark} + 0.4 \times \text{exam mark}$ .

The students with recognition of part-time dedication and attendance exemption will be assessed with the same evaluation criteria, but the requirement of minimum attendance.

In the advanced call of December the evaluation criteria will be the same of those of the second opportunity.

If any fraudulent behavior is detected in any of the methodologies, the student will fail the subject. Students cannot use any mobile devices during the exams. If they do it, they will fail the subject.

Or the student must demonstrate to his / her personality in accordance with current regulations. For all other matters not specifically detailed in this guide there is current regulations applicable.

## Sources of information

<p><b>Basic</b></p>	<p>BIBLIOGRAFÍA BÁSICA: Sánchez, R. and Heene, A. (2004). The New Strategy Management. Organization, Competition, and Competence , John Wiley&amp;Sons, Inc., New York. Bueno Campos, E.; Morcillo Ortega, P. y Salmador Sánchez, M. P. (2006). Dirección estratégica. Nuevas perspectivas teóricas. Pirámide</p> <p>FUENTES DE CASOS DE ESTUDIO Artigos procedentes de revistas científicas facilitados por o profesor da asignatura. The Case Journal (accesible desde la biblioteca), <a href="http://kmelot.biblioteca.udc.es/search*gag/m?SEARCH=case+journal&amp;sortdropdown=-&amp;searchscope=1&amp;p;submit=Enviar">http://kmelot.biblioteca.udc.es/search*gag/m?SEARCH=case+journal&amp;sortdropdown=-&amp;searchscope=1&amp;p;submit=Enviar</a></p> <p>Emerald Emerging Markets Case Studies (accesible desde la biblioteca), <a href="http://www.emeraldinsight.com/case_studies.htm?articleid=17068615">http://www.emeraldinsight.com/case_studies.htm?articleid=17068615</a></p> <p><a href="http://91.121.77.230/e_casos/cast/pages/estudios/estudios.asp">http://91.121.77.230/e_casos/cast/pages/estudios/estudios.asp</a></p>
<p><b>Complementary</b></p>	<p>BIBLIOGRAFÍA COMPLEMENTARIA: Besanko, D., Dranove, D., and Shanley, M. (2000): Economics of Strategy , John Wiley&amp;Sons, Inc., New York. Cátedra Nebrija-BBVA en formación de emprendedores. El arte de emprender . Servicio de publicaciones de la Universidad Antonio de Nebrija</p> <p>Collis, D.J., and Montgomery, C.A. (1997): Corporate Strategy. Resources and the Scope of the Firm, Irwin, McGraw-Hill, United States of America. Gil Estallo, M.A. Cómo crear y hacer funcionar una empresa . Conceptos e instrumentos. ESIC</p> <p>Gómez Gras, J. M.; Fuentes Fuentes, M.; Batista Canino, R. M. y Hernández Mogollón, R. (2012). Manual de casos sobre creación de empresas en España. Mc Graw Hill. Grant, R. M. (2006, 5ª Ed.). Dirección estratégica. Conceptos, técnicas y aplicaciones. Thompson Civitas. Guerras Martín, L. A. y Navas López, E. (2007, 4ª Ed.): Dirección estratégica de la empresa. Teoría y aplicaciones . Thomson-Civitas, Madrid. Hill, C. W. L., y Jones, G. R. (2004, 6ª ed.): Administración Estratégica. Un enfoque integrado , McGraw-Hill, México. Mateo Dueñas, R. y Sagarra Porta, Ramón (2004). Creación de empresas. Teoría y Práctica. Mc Graw Hill</p> <p>Porter, M.E. (2009): Estrategia Competitiva , Editorial Pirámide, Madrid. Porter, M.E. (2010): Ventaja Competitiva: creación y sostenibilidad de un rendimiento superior , Editorial Pirámide, Madrid. Ventura, J. (2008): Análisis Estratégico de la Empresa , Paraninfo, Madrid. Independientemente de las referencias anteriores el profesor puede en cualquier momento a lo largo del curso recomendar otras referencias que por su actualidad e interés puedan ayudar al alumno en su preparación de la asignatura.</p>

## Recommendations

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

Business Economics: Management and Organisation/611G02008

Introduction to Marketing/611G02015

### Subjects that are recommended to be taken simultaneously

Economic Analysis of Organisations/611G02023

Market Research/611G02024

Executive Financial Reporting/611G02032

### Subjects that continue the syllabus



Strategic Management and Business Policy II/611G02033

Other comments

All contents and information will be updated in the web page of the subject in the students' intranet (Virtual Campus)

**(\*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.**