



## Teaching Guide

| Teaching Guide      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                             |           |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------|-----------|
| Identifying Data    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                             | 2015/16   |
| Subject (*)         | Dirección Estratéxica e Política Empresarial I                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        | Code                                        | 611G02025 |
| Study programme     | Grao en Administración e Dirección de Empresas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |                                             |           |
| Descriptors         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                             |           |
| Cycle               | Period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Year   | Type                                        | Credits   |
| Graduate            | 1st four-month period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Third  | Obligatoria                                 | 6         |
| Language            | Spanish                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |        |                                             |           |
| Teaching method     | Face-to-face                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |        |                                             |           |
| Prerequisites       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                             |           |
| Department          | Análise Económica e Administración de Empresas                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |        |                                             |           |
| Coordinador         | Calvo Babío, Nuria Begoña                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | E-mail | nuria.calvob@udc.es                         |           |
| Lecturers           | Barros Campello, Esther Alicia<br>Calvo Babío, Nuria Begoña                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | E-mail | esther.barros@udc.es<br>nuria.calvob@udc.es |           |
| Web                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |        |                                             |           |
| General description | A dirección estratéxica, para ser eficaz, exige entender os factores últimos responsables do rendemento da empresa e ser capaces de identificar os cambios (internos y externos) que poden afectar ó desempeño futuro da empresa. Neste curso, exponse ó alumno unha ampla variedade de marcos e metodoloxías da dirección estratéxica moderna co fin de axudarlle a desenrolar as habilidades necesarias para afrontar con éxito a responsabilidade do desenrolo estratéxico dunha empresa ou de unha unidade de negocio dentro dunha empresa. Exploraranse unha ampla gama de problemas estratéxicos, centrándose en particular nas fontes de ventaxa competitiva e a interacción entre a estrutura da industria e os recursos e capacidades da empresa. |        |                                             |           |

## Study programme competences

| Code | Study programme competences                                                                                                                                                                                                                                                           |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                                                                                                                                                                            |



|     |                                                                                                                                                                                                                                  |
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| 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        |                                   |
| Develop and strengthen a general management perspective.                                                                                                                                                                                    |  | A1<br>A2<br>A5<br>A6               | B1<br>B3                          |
| 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 |  | A4<br>A6                           | B2<br>B7<br>C5<br>C6              |
| Understand and differentiate the different levels of business strategy: corporate, competitive and functional.                                                                                                                              |  | A4<br>A6                           | B3                                |
| 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.                                                                       |  | A4<br>A5<br>A6                     | B3<br>C5<br>C7                    |
| To the tools of strategic analysis and the available theoretical and methodological perspectives.                                                                                                                                           |  | A8<br>A9<br>A11                    | B5<br>B6                          |
| Integrate the knowledge gained in previous courses in a useful conceptual framework for general management level, applying it to a new business plan.                                                                                       |  | A2<br>A4<br>A5                     | B4<br>B5<br>B8<br>C5              |
| To develop habits of analytical thinking and ability to synthesize ordered, and development of skills in the presentation of findings in an effective and persuasive in both written and spoken about the strategic problems of a company.  |  | A3<br>A6<br>A8<br>A9<br>A10<br>A11 | B6<br>B10<br>C1                   |
| To practice the teamwork and oral communication                                                                                                                                                                                             |  | A1<br>A4<br>A5<br>A11              | B8<br>B10<br>C1<br>C4<br>C7<br>C8 |

| Contents                                |                                                                             |
|-----------------------------------------|-----------------------------------------------------------------------------|
| Topic                                   | Sub-topic                                                                   |
| I. INTRODUCTION TO STRATEGIC MANAGEMENT | 1. Conceptual framework<br>2. New perspectives of strategic management      |
| II. THEORETICAL AND APPLIED FRAMEWORK   | 3. The entrepreneurial project<br>4. The strategic logic of an organization |



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|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| III. BUSINESS UNIT STRATEGY | 5. The business concept<br>6. The organization concept<br>7. Core processes<br>8. Business unit strategy as a "situational puzzle". Strategic management |
| IV. CORPORATE STRATEGY      | 9. Patterns of business growth<br>10. Strategies of internationalization                                                                                 |

| Planning                                                                                                                        |                                       |                      |                               |             |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------|-------------------------------|-------------|
| Methodologies / tests                                                                                                           | Competencies                          | Ordinary class hours | Student's personal work hours | Total hours |
| Guest lecture / keynote speech                                                                                                  | A3 A6 A8 A9 B3 B5<br>B6 B10 C4 C8     | 17                   | 34                            | 51          |
| Case study                                                                                                                      | A1 A4 A5 A10 A11 B2<br>B7 B8 C1 C5 C6 | 10                   | 30                            | 40          |
| Oral presentation                                                                                                               | A2 A4                                 | 3                    | 3                             | 6           |
| Supervised projects                                                                                                             | A4 A5 A6 B1 B4 C6<br>C7               | 12                   | 36                            | 48          |
| Short answer questions                                                                                                          | A8 A11 B5 B7 B8 C6                    | 1                    | 0                             | 1           |
| 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. |



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| 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> |
| Oral presentation      | All students have to participate actively in all sessions. The conclusions of supervised projects will be also defended in open session to the rest of students.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Supervised projects    | Students will work following the methodology of case of study in order to analyze a business case from the strategic management approach.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Short answer questions | Test of short answers, multiple choice or a combination thereof. The date of the exam will be planned in the official calendar of examinations prepared by the Faculty Board.                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



| Methodologies                                                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Case study<br>Oral presentation<br>Guest lecture /<br>keynote speech<br>Supervised projects | 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 Moodle, in order that other students can take advantage of it. During the sessions of case of study, students must 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. |

| Assessment                        |                                       |                                                                                                                                                                                                    |               |
|-----------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Methodologies                     | Competencies                          | Description                                                                                                                                                                                        | Qualification |
| Case study                        | A1 A4 A5 A10 A11 B2<br>B7 B8 C1 C5 C6 | 25% of the final qualification (2,5 over 10).                                                                                                                                                      | 20            |
| Oral presentation                 | A2 A4                                 | The assessment of the oral presentation will be a factor to be included in the final assessment of the supervised project                                                                          | 0             |
| Short answer questions            | A8 A11 B5 B7 B8 C6                    | 40% of the final qualification (4 over 10). (it is required that the exam is approved. If the student does not pass the test, he/she will not compensate this mark with the continuous assesment). | 50            |
| Guest lecture /<br>keynote speech | A3 A6 A8 A9 B3 B5<br>B6 B10 C4 C8     | 10% of the final qualification (1 over 10).                                                                                                                                                        | 10            |
| Supervised projects               | A4 A5 A6 B1 B4 C6<br>C7               | 25% of the final qualification (2,5 over 10)                                                                                                                                                       | 20            |

| Assessment comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Fraudulent behavior on any of the assessment will apartadossometidos to the grade of zero points in the final evaluación . According to current regulations shall be considered a student will follow the continuous assessment process if he/she joins a group responsiblefor conducting a supervised the work presented.</p> <p>Access is prohibited during the examination and any other mobile communication devices capable adistancia and / or storage. Disregard of this rule is the one considered as the test conducted fraudulently. Students must prove their identity in accordance with current regulations. For all other matters not specifically detailed in this guide them subject to the provisions in current regulations applicable to each case that seplantee.</p> |

| 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. PirámideFUENTES DE CASOS DE ESTUDIO<a href="http://www.emeraldinsight.com/case_studies.htm?articleid=17068615">http://www.emeraldinsight.com/case_studies.htm?articleid=17068615</a><br/><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> |



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|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Complementary</b> | <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 NebrijaCollis, 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. ESICGómez 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, 4º Ed.): Dirección estratégica de la empresa. Teoría y aplicaciones . Thomson-Civitas, Madrid.Hill, C. W. L., y Jones, G. R. (2004, 6º 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 HillPorter, 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> |
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## Recommendations

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

Economía da Empresa: Dirección e Organización/611G02008  
Introdución ao Marketing/611G02015

### Subjects that are recommended to be taken simultaneously

Análise Económico das Organizacións/611G02023  
Investigación de Mercados/611G02024  
Contabilidade Directiva/611G02032

### Subjects that continue the syllabus

Dirección Estratéxica e Política Empresarial II/611G02033

### Other comments

(\*)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.