UNIVERSIDAD DE CASTILLA - LA MANCHA

GUÍA DOCENTE

1. General information

Course: STRATEGIC MANAGEMENT
Code: 54327
Type: CORE COURSE
ECTS credits: 6
Degree: 320 - UNDERGRADUATE DEGREE IN BUSINESS MANAGEMENT AND ADMINISTRATION (CR)
Academic year: 2022-23
Center: 403 - FACULTY OF LAW AND SOCIAL SCIENCES OF C. REAL
Group(s): 20 29 25
Year: 4
Duration: First semester
Main language: Spanish
Second language: English
Use of additional languages:
English Friendly: Y
Web site:
Bilingual: Y

Lecturer: **MARIO JAVIER DONATE MANZANARES** - Group(s): **20**

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Lecturer: **MARíA LETIZIA GASPARRI ---** - Group(s): **25**

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Lecturer: **JESUS DAVID SANCHEZ DE PABLO GONZALEZ DEL CAMPO** - Group(s): **20**

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Lecturer: **MANUEL VILLASALERO DIAZ** - Group(s): **25**

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2. Pre-Requisites

It is recommended to have passed previous subjects lectured by the Business Administration Department related to functional strategies in the firm (marketing, operations, human resource management, etc).

3. Justification in the curriculum, relation to other subjects and to the profession

Strategic Management is a mandatory course needed to obtain the Grade in Business Management and Administration. In this course, students will get a global perspective of companies management using a general model of strategic management that is established in three main blocks of actions: strategic analysis, strategy formulation, and strategy implementation. The understanding of these three phases of strategic management will be useful for students to analyse a firm's competitive environment and its internal resources and capabilities, in order to take decisions that allow a company to achieve a sustainable competitive advantage.

4. Degree competences achieved in this course

Course competences

Code	Description
E01	Develop the ability to manage and run a company or organization, understand their competitive and institutional position, and identify their strengths and weaknesses.
E02	Develop and enhance entrepreneurship, adaptability to change and creativity in any functional area of ¿¿a company or organization.
E04	Incorporate the ability to integrate into any functional area of ¿¿a business or organization to perform and be able to lead any given task.
E05	Develop the ability to analyze any information on the situation and possible development of a company and transform it into a business opportunity.
E06	Develop and enhance the ability for general management, technical management and the management of research, development and innovation projects in any company or organization.
E10	Understand how people behave within organizations to manage individuals and workgroups from a human resources perspective.
G01	Possession of the skills needed for continuous, self-led, independent learning, which will allow students to develop the learning abilities needed to undertake further study with a high degree of independence.
G03	Develop oral and written communication skills in order to prepare reports, research projects and business projects and defend them before any commission or group of professionals (specialised or non-specialised) in more than one language, by collecting relevant evidence and interpreting it appropriately so as to reach conclusions.
G05	Capacity for teamwork, to lead, direct, plan and supervise multidisciplinary and multicultural teams in both national and international environments so as to create synergies which benefit organisations.

5. Objectives or Learning Outcomes

Course learning outcomes

Description

Search for information in order to analyze it, interpret is meaning, synthesize it and communicate it to others.

Work out problems in creative and innovative ways.

Know the theories and organizational models of companies from structural and behavioral perspectives to ensure their effective and efficient functioning, paying special attention to human aspects in organizations.

Additional outcomes

-To use rightly the concepts and theory of Strategic Management.
-To know how to assess the interrelations between a firm and its environment.
-To identify threats and opportunities from the environment, and strengths and weaknesses from the organization.
-To formulate competitive or business strategies.
-To know how to apply Strategic Management tools and models to business practice.

6. Units / Contents

Unit 1: The nature of Strategic Management
Unit 2: Mission, objectives and values for firms
Unit 3: Environment analysis
Unit 4: Company internal analysis
Unit 5: Competitive advantage and strategy
Unit 6: Strategies based on industry characteristics
Unit 7: Directions for the strategic development of the firm
Unit 8: Assesment and strategy implementation

7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (theory) [ON-SITE]	Lectures	E01 E02 E04 E05 E06 E10	1.2	30	N	-	
Class Attendance (practical) [ON-SITE]	Practical or hands-on activities	E01 E02 E04 E06 G01 G03	0.6	15	N	-	
Writing of reports or projects [OFF-SITE]	Self-study	E01 E02 E04 E06 G01	1.4	35	Y	Y	
Writing of reports or projects [OFF-SITE]	Group Work	E01 E02 E04 E05 E06 E10 G01 G05	0.4	10	Y	Y	
Individual tutoring sessions [ON-SITE]	Other Methodologies	G01 G05	0.5	12.5	N	-	
Study and Exam Preparation [OFF-SITE]	Self-study	E01 E02 E04 E06 G01 G03 G05	1.8	45	N	-	
Final test [ON-SITE]	Assessment tests	E01 E02 E04 E05 E06 E10 G01 G03 G05	0.1	2.5	Y	Y	
		Total:	**6**	**150**			
		Total credits of in-class work: 2.4					**Total class time hours: 60**
		Total credits of out of class work: 3.6					**Total hours of out of class work: 90**

As: Assessable training activity
Com: Training activity of compulsory overcoming (It will be essential to overcome both continuous and non-continuous assessment).

8. Evaluation criteria and Grading System

Evaluation System	Continuous assessment	Non-continuous evaluation*	Description
Final test	70.00%	100.00%	The final test will include multiple choice questions, a business case and/or theory questions
Other methods of assessment	30.00%	0.00%	In-class participation, group work, and other in-class activities
Total:	**100.00%**	**100.00%**	

According to art. 4 of the UCLM Student Evaluation Regulations, it must be provided to students who cannot regularly attend face-to-face training activities the passing of the subject, having the right (art. 12.2) to be globally graded, in 2 annual calls per subject , an ordinary and an extraordinary one (evaluating 100% of the competences).

Evaluation criteria for the final exam:

Continuous assessment:

To calculate the (final) average grade, it is mandatory to obtain at least a 25% of the total score of each part of the exam. The composition and structure of the exam will be communicated to the students in advance by the subject's lecturer. 30% of the course final grade will correspond to other activities included in the continuous asssessment system.

Non-continuous evaluation:

For students not following the continuous assessment system the final test will contain the 100% of the final grade. The composition and structure of the test will be communicated to the students in advance by the subject's lecturer.

Specifications for the resit/retake exam:

Same conditions than the ordinary final exam for both continuos and nor continuous assessment systems.

Specifications for the second resit / retake exam:
The final exam corresponds to the 100% of the course assessment. The composition and structure of the exam will be communicated to the students in advance by the subject's lecturer.

9. Assignments, course calendar and important dates

Not related to the syllabus/contents

Hours	**hours**
Class Attendance (theory) [PRESENCIAL][Lectures]	30
Class Attendance (practical) [PRESENCIAL][Practical or hands-on activities]	15
Writing of reports or projects [AUTÓNOMA][Self-study]	35
Writing of reports or projects [AUTÓNOMA][Group Work]	10
Individual tutoring sessions [PRESENCIAL][Other Methodologies]	12.5
Study and Exam Preparation [AUTÓNOMA][Self-study]	45
Final test [PRESENCIAL][Assessment tests]	2.5

General comments about the planning: Activities planning will be adjusted to the Academic schedule set up by the UCLM

Global activity

Activities	**hours**
Class Attendance (theory) [PRESENCIAL][Lectures]	30
Class Attendance (practical) [PRESENCIAL][Practical or hands-on activities]	15
Writing of reports or projects [AUTÓNOMA][Self-study]	35
Writing of reports or projects [AUTÓNOMA][Group Work]	10
Individual tutoring sessions [PRESENCIAL][Other Methodologies]	12.5
Study and Exam Preparation [AUTÓNOMA][Self-study]	45
Final test [PRESENCIAL][Assessment tests]	2.5
Total horas:	150

10. Bibliography and Sources

Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
Grant, R.M.	Contemporary Strategy Analysis, Ninth edition	Wiley	West Sussex	9781119120841	2016	
Grant, R.	Dirección Estratégica:Conceptos, técnicas y aplicaciones, 4ª edición	Civitas	Madrid	978-84-470-4653-9	2014	
Guerras, L.A. y Navas, J.E.	Dirección Estratégica de la Empresa, 5ª edición	Thomson-Civitas	Madrid	9788447053346	2015	
Hill, C. y Jones, G.	Administración estratégica: un enfoque integrado	McGraw-Hill	Madrid	958-8308-66-1	2008	
Johnson, G., Scholes, K. y Whittington, R.	Dirección Estratégica	Prentice-Hall	Madrid	9788420546186	2006	
Navas, J.E. y Guerras, L.A.	Casos de Dirección Estratégica de la Empresa	Thomson-Civitas	Madrid	9788447048984	2014	
Porter, M.	Estrategia competitiva: técnicas para el análisis de la empresa y sus competidores	Pirámide	Madrid	9788436823387	2009	