

**1. General information****Course:** STRATEGIC MANAGEMENT**Type:** CORE COURSE**Degree:** 317 - UNDERGRADUATE DEGREE IN BUSINESS MANAGEMENT AND ADMINISTRATION (AB)**Center:** 5 - FACULTY OF ECONOMICS AND BUSINESS**Year:** 4**Main language:** Spanish**Use of additional languages:****Web site:****Code:** 54327**ECTS credits:** 6**Academic year:** 2022-23**Group(s):** 12**Duration:** First semester**Second language:** English**English Friendly:** Y**Bilingual:** N

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2. Pre-Requisites

We recommend successful completion of the subjects taught by the Department of Business Organization in the previous years of the degree in Business Management and Administration. We also advise successful completion of the subjects related to functional areas of companies.

In order to carry out the practical work, students should be able to independently search for information on the topics proposed, be able to interpret it correctly and conduct a critical analysis of the information, deliver a reasoned value judgement and summarize this judgement in oral and/or written presentations.

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

Strategic Management is a compulsory subject in year four of the Degree in Business Management and Administration. This subject provides students with a global perspective of business management, which, based on the relationship with the wider community, presents an analysis of the opportunities and threats, the strengths and weaknesses and the resources and capacities of a company, so as to design strategies and make decisions, generating competitive advantages which facilitate the achievement of objectives.

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 its meaning, synthesize it and communicate it to others.

Know the main theories and approaches of economic analysis to be able to explain the behavior of economic agents at the micro and macroeconomic levels, as well as the imperfections that may arise in different sectors as a consequence of the economic process.

Listen, negotiate, convince and defend arguments both in oral and writing ways.

Work out problems in creative and innovative ways.

Additional outcomes

-To correctly use the concepts of strategic management.

-To have knowledge of the interrelationships between a company and the community.

-To identify threats and opportunities, strengths and weaknesses.

-To design competitive business strategies.

-To apply the tools and models of strategic management in business practice.

6. Units / Contents

Unit 1: The nature of strategic company management

Unit 2: Company mission, objectives and values

Unit 3: Analysis of the environment

Unit 4: Internal analysis of the company

Unit 5: Competitive and strategic advantages

Unit 6: Strategies based on the characteristics of the sector

Unit 7: Management of strategic company development

Unit 8: Strategy evaluation and implementation

7. Activities, Units/Modules and Methodology

Practicals, Online 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	-	Theoretical explanations of basic content of programme
Class Attendance (practical) [ON-SITE]	Practical or hands-on activities	E01 E02 E04 E06 G01 G03	0.6	15	N	-	Presentation and practical work/case studies
Writing of reports or projects [OFF-SITE]	Self-study	E01 E02 E04 E06 G01	1.4	35	Y	Y	Assignments and individual tests
Writing of reports or projects [OFF-SITE]	Group Work	E01 E02 E04 E05 E06 E10 G01 G05	0.4	10	Y	Y	Production of assignments and case studies
Group tutoring sessions [ON-SITE]	Group tutoring sessions	G03 G05	0.2	5	N	-	Programmed classroom tutorials used to monitor student progress
Group tutoring sessions [ON-SITE]	Guided or supervised work	G03 G05	0.3	7.5	N	-	Programmed tutorials used to monitor student progress
Study and Exam Preparation [OFF-SITE]	Self-study	E01 E02 E04 E06 G01 G03 G05	1.8	45	N	-	Acquisition and preparation of subject content
Final test [ON-SITE]	Assessment tests	E01 E02 E04 E05 E06 E10 G01 G03 G05	0.1	2.5	Y	Y	Answering of tests, theoretical questions case studies, which demonstrate acquisition of knowledge
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 exam will consist of multiple choice questions, theoretical questions and/or practical case studies.
Other methods of assessment	30.00%	0.00%	Participation in class, classroom activities, individual assignments, progress tests and/or group work will be taken into account.
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:

In order to pass the subject, it is necessary a mark of at least 50% of the final test and 50% in the other evaluation systems.

Non-continuous evaluation:

In order to pass the subject, it is necessary a mark of at least 50% of the final test.

Specifications for the resit/retake exam:

In order to pass the subject, it is necessary in Continuous assessment: a mark of at least 50% of the final test and 50% in the other evaluation systems. The marks obtained in the other systems of assessment will be upheld if above pass level.

In order to pass the subject, it is necessary in Non-Continuous assessment: a mark of at least 50% of the final test.

Specifications for the second resit / retake exam:

In order to pass the subject, it is necessary in Continuous assessment: a mark of at least 50% of the final test and 50% in the other evaluation systems. The marks obtained in the other systems of assessment will be upheld if above pass level.

In order to pass the subject, it is necessary in Non-Continuous assessment: a mark of at least 50% of the final test.

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
Group tutoring sessions [PRESENCIAL][Group tutoring sessions]	5
Group tutoring sessions [PRESENCIAL][Guided or supervised work]	7.5
Study and Exam Preparation [AUTÓNOMA][Self-study]	45
Final test [PRESENCIAL][Assessment tests]	2.5
General comments about the planning: Planning will be adjusted to the UCLM academic calendar	
Global activity	
Activities	hours
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
Group tutoring sessions [PRESENCIAL][Group tutoring sessions]	5
Group tutoring sessions [PRESENCIAL][Guided or supervised work]	7.5
Study and Exam Preparation [AUTÓNOMA][Self-study]	45
Final test [PRESENCIAL][Assessment tests]	2.5
Class Attendance (theory) [PRESENCIAL][Lectures]	30
Total horas: 150	

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
GUERRAS MARTÍN, L.A. Y NAVAS LÓPEZ.	DIRECCIÓN ESTRATÉGICA DE LA EMPRESA. TEORÍA Y APLICACIONES http://www.guerrasynavas.com/	THOMSONCIVITAS		978-84-470-5334-6		
HILL, C.W.L. & JONES, G.	ADMINISTRACION ESTRATEGICA	MCGRAW-HILL		9701072693		
NAVAS LÓPEZ. J.E. y GUERRAS MARTÍN,	CASOS DE DIRECCION ESTRATEGICA DE LA EMPRESA http://www.guerrasynavas.com/	CIVITAS		9788447048960		
PORTER, M.E.	ESTRATEGIA COMPETITIVA: TECNICAS PARA EL ANALISIS DE LA EMPRESA Y SUS COMPETIDORES	PIRÁMIDE		9788436823387		
GRANT, R.M.	DIRECCION ESTRATEGICA	CIVITAS		9788447046515		
JOHNSON, G.; SCHOLES. K. & WHITTINGTON, R.	DIRECCION ESTRATEGICA	PEARSON		9788420546186		
GRANT, R.M.	Contemporary Strategy Analysis	John Wiley & Sons Inc		978-1119576433	2019	Recommended for Erasmus Students
PORTER, M.E.	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Free Press		978-0684841489	1998	Recommended for Erasmus Students
JOHNSON, G.; SCHOLES. K. & WHITTINGTON, R.	Fundamentals of Strategy	Pearson		978-1292209067	2017	Recommended for Erasmus Students
HILL, C.W.L.; SCHILLING, M.A. & JONES, G.	Strategic Management: Theory & Cases: An Integrated Approach	Cengage Learning		978-1305502277	2016	Recommended for Erasmus Students