



1. General information

Course: STRATEGIC MANAGEMENT**Type:** CORE COURSE**Degree:** 329 - UNDERGRADUATE DEGREE PROGRAMME IN BUSINESS MANAGEMENT AND ADMINISTRATION (TA)**Center:** 15 - FACULTY OF SOCIAL SCIENCES AND INFORMATION TECHNOLOGIES**Year:** 4**Main language:** Spanish**Use of additional languages:****Web site:****Code:** 54327**ECTS credits:** 6**Academic year:** 2023-24**Group(s):** 60**Duration:** First semester**Second language:** English**English Friendly:** Y**Bilingual:** N

Lecturer: SANTIAGO GUTIERREZ BRONCANO - Group(s): 60				
Building/Office	Department	Phone number	Email	Office hours
Facultad de Ciencia Sociales y Tecnologías de la Información / Desp. Vicerrectorado	ADMINISTRACIÓN DE EMPRESAS	926051840	santiago.gutierrez@uclm.es	Wednesdays, thursdays and fridays from 9:30 to 11:30 with prior email to confirm the tutoring.
Lecturer: CARLOS MARTÍN HERNÁNDEZ - Group(s): 60				
Building/Office	Department	Phone number	Email	Office hours
Facultad de Ciencia Sociales y Tecnologías de la Información	ADMINISTRACIÓN DE EMPRESAS		Carlos.Martin@uclm.es	Wednesdays and Thursday from 18.00 to 20.00 with prior email to confirm the tutoring.

2. Pre-Requisites

We strongly suggest that students, previous to enrolling in this program, take the classes imparted by the teaching staff of Business Organization that pertain to the Business Administration and Direction program. Furthermore, it is highly recommended for students to have mastered material that relates to the primary areas of Business functionality.

To complete the assignments and work given in the course, it is convenient for the student to be able to independently research information pertaining to the material taught in class, for them to correctly interpret such information, for them to be able to complete a critical analysis of the information, to formula through their own reasoning valid hypotheses regarding class information as well as for them to properly present their information through speech or writing.

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

"Strategic Management" is a mandatory course that will be taught in the fourth year of the Business Administration and Management major.

During the course, the students will acquire a global perspective of business management that, inkeeping with their relation to their economic environment, will allow them to analyze and establish opportunities and threats to the company, the strengths, weaknesses, resources, capacities and limits that face the enterprise, such that they will gain the knowledge of how to formulate strategies and take decisions that generate competitive advantages in order to achieve their desired goals.

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

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.

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

Work out problems in creative and innovative ways.

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

6. Units / Contents

Unit 1: The nature of Strategic Management

Unit 2: Mission, Objectives and Values of the Company

Unit 3: Analysis of the environment

Unit 4: Internal analysis of the company

Unit 5: Competitive advantages and strategies

Unit 6: Strategies based on the characteristics of the sector

Unit 7: Strategic Management development of the company

Unit 8: Evaluation and implementation of strategy

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	Y	N	
Writing of reports or projects [OFF-SITE]	Group Work	E01 E02 E04 E05 E06 G01	0.4	10	Y	N	
Group tutoring sessions [ON-SITE]	Guided or supervised work	G03 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	
Writing of reports or projects [OFF-SITE]	Self-study	E01 E02 E04 E06 G01	1.4	35	Y	N	
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 consist of multiple choice questions, theoretical questions and/or cases. The final test of the continuous assessment will not be the same as the final test of the non-continuous assessment. The latter will be more complete.
Other methods of assessment	30.00%	0.00%	This will include class participation, activities that will require attendance, individual classwork, evaluations and/or group projects
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:

By default, the student will be assigned this type of evaluation: if the student does not want to be evaluated through continuous assessment in the ordinary call, he/she must expressly resign within the established period. By renouncing this call, the student also renounces the grades of the practices carried out until that moment, not being able to return to that evaluation afterwards, nor recover those grades. No minimum grades are established for any of the continuous assessment activities, so the course is passed with an overall grade (sum of the individual grades weighted for each of the assessment activities) of at least 50 points out of 100.

Non-continuous evaluation:

In order to qualify for this type of evaluation, the student must expressly waive continuous assessment following the procedure established for this purpose. There are no minimums for any part of the non-continuous assessment, so the course is passed with an overall mark of at least 50 points out of 100.

Specifications for the resit/retake exam:

Same as the ordinary one.

Specifications for the second resit / retake exam:

In this call, the student must carry out the evaluation corresponding to the non-continuous evaluation. In this call, the student must carry out the evaluation corresponding to the non-continuous evaluation. No minimums are established for any of the parts of the non-continuous evaluation, so the course is passed with an overall mark of at least 50 points out of 100.

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

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
José Emilio Navas y Luis Angel Guerras	Fundamentals of strategic management	Civitas	Madrid	978-84-470-4294-4	2013	
Navas López, J.E. y Guerras Martín, L.A.	Casos de Dirección Estratégica de la Empresa	Civitas Ediciones		9788447030521	2008	
Porter, M.E.	Estrategia Competitiva: Técnicas para el Análisis de la Empresa y sus Competidores	Piramide		9788436823387	2009	
Grant, R.M.	Dirección Estratégica	Civitas Ediciones		9788447026586	2006	
Guerras Martin, L.A. y Navas López, J.E.	Dirección Estratégica de la Empresa. Teoría y Aplicaciones	Thomson-Civitas		978447028504	2007	
Hill, C.W.L. & Jones, G.	Administración Estratégica	McGraw-Hill		9701072693	2008	
Jonson, G. ; Scholes, k. & Whittington, R.	Dirección Estratégica	Pearson		9788420546186	2006	