

**1. General information****Course:** STRATEGIC MANAGEMENT OF THE FIRM**Code:** 43320**Type:** CORE COURSE**ECTS credits:** 6**Degree:** 325 - UNDERGRADUATE DEGREE IN LABOUR RELATIONS AND HUMAN RESOURCES DEVELOPMENT (AB)**Academic year:** 2023-24**Center:** 111 - FACULTY OF INDUSTRIAL RELATIONS AND HUMAN RESOURCES OF ALBACETE**Group(s):** 10**Year:** 3**Duration:** First semester**Main language:** Spanish**Second language:** English**Use of additional languages:****English Friendly:** Y**Web site:****Bilingual:** N

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2. Pre-Requisites

There are no prerequisites. It is advisable to have passed the basic subjects Introduction to Economics and Fundamentals of Management, and the compulsory subjects Industrial Economics and Labor Market, Design and Organizational Behavior and Organization of Work

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

This compulsory subject is part of the module "Organization of Work, Management and Management of Human Resources", within the subject "Organization and Management", also composed by the subject Fundamentals of Management. It is taught in the first semester of the third year of the Degree in Labor Relations and Human Resources Development.

This subject deals with business decision-making according to a strategic approach, addressing the different phases of the decision process (analysis, formulation and implementation), as well as the levels at which this process can be addressed (corporate and competitive).

The student will be able to understand how the design and implementation of a strategy can contribute significantly to the competitiveness of the firm taking advantage of opportunities and compensating for threats. The strategy of the firm is the reference point from which decisions are taken in labor relations and human resources management, which is a fundamental basis in the two most relevant professional opportunities that open to future graduates in Labor Relations and Human Resource Development.

4. Degree competences achieved in this course**Course competences**

Code	Description
E06	Ability to carry out different professional activities in accordance with ethical standards and principles of respect for fundamental rights.
G01	Ability to understand the structure and functioning of the product and labor markets.
G04	Familiarity with the main aspects of corporate and labor taxation.
G05	Ability to understand and advise on the different forms of legal organization of business activities.

5. Objectives or Learning Outcomes**Course learning outcomes****Description**

General understanding of information in a foreign language.

Use of ICTs in business management procedures.

Seeking, analyzing and summarizing information that allows to build arguments and make judgments in the field of business management.

Knowledge of the theories and fundamentals of business organization and business management from structural and behavioral perspectives to ensure their effective and efficient functioning, paying special attention to the human aspects of organizations.

Additional outcomes

To select the best strategy taking into account different internal, external and discretionary contingency factors.

To perform an external and internal strategic analysis of a company to identify opportunities, threats, strengths and weaknesses.

To define different strategies for the company based on the analysis performed and characterize them according to different typologies.

To determine the organizational structures and control systems suitable for the correct implementation of the selected strategy.

To evaluate the implications that the chosen strategy has for the company's labor relations system, as well as for the human resources function.

6. Units / Contents

- Unit 1: The nature of strategic management
Unit 2: Mission, objectives and values of the company
Unit 3: Analysis of the generic environment
Unit 4: Analysis of the specific environment
Unit 5: Internal analysis of the company
Unit 6: Competitive strategies and competitive advantages
Unit 7: Development directions
Unit 8: Development methods
Unit 9: Internationalization strategy
Unit 10: Evaluation and implementation of strategies

7. Activities, Units/Modules and Methodology							
Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	Description
Class Attendance (practical) [ON-SITE]	Lectures	E06 G01	1.2	30	N	-	
Class Attendance (practical) [ON-SITE]	Case Studies	E06 G01	0.6	15	Y	N	
Group tutoring sessions [ON-SITE]	Guided or supervised work	E06 G01	0.24	6	N	-	
Final test [ON-SITE]	Assessment tests	E06 G01	0.12	3	Y	Y	
Study and Exam Preparation [OFF-SITE]	Self-study	E06 G01 G04 G05	2.4	60	N	-	
Writing of reports or projects [OFF-SITE]	Problem solving and exercises	E06 G01 G04 G05	1.44	36	Y	N	
Total:			6	150			
Total credits of in-class work: 2.16			Total class time hours: 54				
Total credits of out of class work: 3.84			Total hours of out of class work: 96				

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
Assessment of problem solving and/or case studies	25.00%	0.00%	Carrying out individual or group cases in the classroom.
Progress Tests	15.00%	0.00%	Realization of cases and/or applications through Moodle.
Final test	60.00%	100.00%	Final exam of the course
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:

Students must perform individual or group cases in the classroom and solve and present the cases and applications through the Moodle system on the dates established in the platform.

Non-continuous evaluation:

All students may choose to perform the non-continuous evaluation by submitting a final test for 100% of the grade of the subject.

Specifications for the resit/retake exam:

In the case of continuous assessment, students will keep the grades of the realization of individual or group cases in the classroom and the realization of cases and applications raised through the Moodle system.

All students may choose to take the non-continuous evaluation by taking a final test for 100% of the grade of the course.

Specifications for the second resit / retake exam:

The evaluation system is unique and consists of a final exam equivalent to 100% of the final grade.

9. Assignments, course calendar and important dates	
Not related to the syllabus/contents	
Hours	hours
Class Attendance (practical) [PRESENCIAL][Lectures]	30
Class Attendance (practical) [PRESENCIAL][Case Studies]	15
Group tutoring sessions [PRESENCIAL][Guided or supervised work]	6
Final test [PRESENCIAL][Assessment tests]	3
Study and Exam Preparation [AUTÓNOMA][Self-study]	60
Writing of reports or projects [AUTÓNOMA][Problem solving and exercises]	36
Global activity	
Activities	hours
Study and Exam Preparation [AUTÓNOMA][Self-study]	60
Class Attendance (practical) [PRESENCIAL][Lectures]	30
Class Attendance (practical) [PRESENCIAL][Case Studies]	15

Writing of reports or projects [AUTÓNOMA][Problem solving and exercises]	36
Group tutoring sessions [PRESENCIAL][Guided or supervised work]	6
Final test [PRESENCIAL][Assessment tests]	3
Total horas:	150

10. Bibliography and Sources						
Author(s)	Title/Link	Publishing house	City	ISBN	Year	Description
Navas, J.E. & Guerras, L.A.	Fundamentos de Dirección Estratégica de la Empresa https://www.guerrasynavas.com/fde_presentacion.htm	CIVITAS-THOMSON REUTERS	Pamplona	987-84-9135-800-8	2016	2ª edición. Manuel principal de la materia
José María Gómez Gras (coord.) Varios: García-Villaverde, P.M.	Manual de casos sobre creación de empresas en España https://dialnet.unirioja.es/servlet/libro?codigo=517721	McGraw-Hill	España	978-84-481-7991-5	2011	Parte 6: Emprendimiento social y medioambiental; Caso: Creación de SERCAMPO: detección y reorientación de una oportunidad en un contexto de cambio: Pablo Ruiz Palomino, Job Rodrigo Alarcón, Miller del Pilar Valencia de Lara, Pedro Manuel García Villaverde
Guerras Martín, Luis Ángel; Navas López, José Emilio	Casos de dirección estratégica de la empresa http://www.guerrasynavas.com/casos_presentacion_6ed.htm	Civitas-Thompson Reuters	Madrid	978-84-1308-975-1	2020	(6ª edición)
Villasalero Díaz, Manuel; Donate Manzanares, Mario Javier; Guadamillas Gómez, Fátima	Aplicación de cuestionarios en línea basados en Guerras y Navas (2007) http://guerrasynavas.com/test_online.htm				2010	
Navas López, J.E. y Guerras Martín, L.A.	Fundamentals of Strategic Management http://www.guerrasynavas.com/fde_presentacion.htm	CIVITAS-Thompson Reuters	Pamplona	978-84-470-4294-4	2013	
Grant, Robert M.	Dirección Estratégica	Civitas-Thompson Reuters	Madrid		2014	8ª edición
Hill, Charles y Jones, G.	Administración Estratégica	McGraw-Hill Interamericana		978-9701048313	2006	
Guerras Martín, Luis Ángel; Navas López, José Emilio	La dirección estratégica de la empresa: teoría y aplicaciones http://www.guerrasynavas.com/deta5_presentacion.htm	Civitas Thompson Reuters	Madrid	978-84-470-5334-6	2015	(5ª edición)
Johnson, G.; Scholes, K. y Whittington, R.	Dirección Estratégica	Pearson Education	Madrid		2006	