

BASIC DETAILS:

Subject:	DIRECCIÓN ESTRATÉGICA		
Id.:	30462		
Programme:	GRADUADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (BOE 26/11/2010)		
Module:	ORGANIZACION DE EMPRESAS		
Subject type:	OBLIGATORIA		
Year:	3	Teaching period:	Segundo Cuatrimestre
Credits:	6	Total hours:	150
Classroom activities:	66	Individual study:	84
Main teaching language:	Inglés	Secondary teaching language:	Castellano
Lecturer:		Email:	

PRESENTATION:

The objective of this subject is to present the basic notions about the concept of strategy as well as to examine the process of strategic direction, its meaning and components, providing the student with the necessary tools to carry out a business and sector analysis with the study of strategic groups of companies and elaboration of market segmentation matrix. It is about understanding the determinant variables of the stage of the life cycle in which the sector is located and identifying the key factors of success for decision making.

Therefore, it provides a global and integrating perspective of the business reality as well as emphasizes the decisions that compromise the development of the organization, deepening why some organizations succeed and others not through the analysis of prestigious sectors and companies. It is a subject that is linked to the areas of Marketing and Market Research, Financial Economics and Accounting, Human Resources, Production and Business Organization, which completes the student's training, giving a global perspective of the company and its operation.

Ultimately, it is intended that the subject help students to better understand the problems inherent in decision making in the company.

PROFESSIONAL COMPETENCES ACQUIRED IN THE SUBJECT:

General programme competences	G01	Ability to analyse and summarise information from several sources.
	G02	Creative and efficient resolution of problems that arise in day-to-day, in order to ensure the highest levels of quality of professional work.
	G03	Ability to organise and plan the work in the context of continuous improvement
	G05	Ability to work effectively in interdisciplinary teams, integrating and participating in scientific and professional teamwork, contributing ideas and respecting and valuing the diversity of views of other team members.
	G06	Ability to incorporate ethical principles into the professional culture, giving priority to ethical commitment to customers and society.
	G07	Ability to work in an international context and innovate and adopt new approaches used in other national contexts.
	G08	Oral and written communication in Spanish.
	G10	Ability to apply the acquired knowledge, adapting it to the needs and special features of each situation and person.
	G11	Ability to come up with new ideas (creativity).
	G12	Ability to incorporate scientific research and evidence-based practice as a professional culture, updating knowledge and skills continuously.
	G15	Ability to establish and meet the most appropriate quality criteria and apply methodologies and work strategies geared towards continuous improvement.
	G16	Ability to assimilate concepts of a social and humanistic nature into a comprehensive university education to enable the development of ethical values such as solidarity, multiculturalism, equality, commitment, respect, diversity, integrity, etc.
	Specific programme competences	E01
E10		Understand financial operations taking place in business environments, designing and analysing investment and financing strategies.
E14		Understand the principles of business ethics and be able to design scenarios in which these principles can be put into business practice.
E15		Propose, plan and lead business innovation projects that ensure the competitiveness of the company.
Learning	R1	Make decisions appropriate to the situation of the environment that will allow you to direct,

outcomes		manage and administer the company and organisation.
	R2	Understand and design a strategic plan as a planning tool showing the company goals, actions and deadlines for achieving them.
	R3	Assess the current situation of the company and anticipate the future evolution of the company and its environment to achieve better competitive position to ensure their survival.

PRE-REQUISITES:

English Language skills.

SUBJECT PROGRAMME:

Subject contents:

1 - Strategic Management Analysis
2 - External Analysis
3 - Internal Analysis
4 - Competitive Strategies
5 - Corporative Strategies
6 - Strategy Implementation

Subject planning could be modified due unforeseen circumstances (group performance, availability of resources, changes to academic calendar etc.) and should not, therefore, be considered to be definitive.

TEACHING AND LEARNING METHODOLOGIES AND ACTIVITIES:

Teaching and learning methodologies and activities applied:

The subject includes concepts and aspects studied in past subjects of previous courses, the topics will be worked on by the students previously at home, and in the class the information will be shared. After that, the teacher will consolidate the knowledge with exercises or explanations.

The subject has two parts, one theoretical and one practical.

The Theoretical part: will consist in the development in class of the program of the subject through explanations carried out by the students and the teacher of the basic and recommended bibliography, using for it power point and how many other media that he consider appropriate, requiring, in addition, the active participation of students and prior reading of the topics to be discussed in class.

The practical part of the subject will be dedicated to various activities, such as the completion of exercises, resolution of complementary readings, articles, etc.

Student work load:

Teaching mode	Teaching methods	Estimated hours
Classroom activities	Master classes	34
	Practical exercises	18
	Debates	6
	Coursework presentations	4
	Assessment activities	4
Individual study	Individual study	36
	Individual coursework preparation	16
	Group coursework preparation	12
	Research work	4
	Compulsory reading	8
	Recommended reading	8
Total hours:		150

ASSESSMENT SCHEME:

Calculation of final mark:

Individual coursework:	15 %
Group coursework:	40 %
Final exam:	45 %
TOTAL	100 %

*Las observaciones específicas sobre el sistema de evaluación serán comunicadas por escrito a los alumnos al inicio de la materia.

BIBLIOGRAPHY AND DOCUMENTATION:

Basic bibliography:

Arthur A. Thompson, Margaret A. Peteraf, John E. Gamble and A. J. Strickland III: "Crafting and Executing Strategy. The Quest for Competitive Advantage. Concepts and Cases." 2012. Ed.: The McGraw-Hill Companies, Inc. New York, N.Y., U.S.A.

J.E. Navas-López and L.A. Guerras-Martín: "Fundamentals of Strategic Management". 2nd edition, 2018. Ed.: Civitas. ISBN: 978-84-9197-760-5

Recommended bibliography:

Lambin, J.J.: "Strategic Marketing Management". 1996. Ed.: McGraw-Hill Publishing Co. ISBN 13: 9780077092276

Kotler, P. & Keller, K.: "Marketing Management. Global Edition". 2016. Pearson.

Machiavelli, N.: "The Prince". Publisher: Penguin Classics

Tzu, S.: "The Art of War". Publisher: Penguin Classics

Recommended websites:

The Economist	https://www.economist.com/
Time	http://time.com/
Strategic Management Journal	https://www.strategicmanagement.net/smj/overview/overview
Strategic Management Insights	https://www.strategicmanagementinsight.com/
Chris Brady blog	https://chrisbrady.typepad.com/
The Leadership blog	https://www.coachingtip.com/
Convene blog	https://www.convenenow.com/blog/

* Guía Docente sujeta a modificaciones