

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:	ESCOBAR DE LA IGLESIA, JAIME VICTOR (T) JORCANO PEREZ, ISMAEL (T)	Email:	jvescobar@usj.es ijorcano@usj.es

PRESENTATION:

The purpose of the subject is to present the basic notions about the concept of strategy as well as to examine the process of strategic management, its meaning and components. The subject provides the student with the necessary tools to carry out external and internal analysis before selecting strategies.

The subject helps to understand and find out the core of a business and the key factors of success for decision making following its principles. 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.

The subject 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 management.

Finally, the subject will help students to better understand the problems inherent in decision making everytime.

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 outcomes	R1	Make decisions appropriate to the situation of the environment that will allow you to direct, 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.
- Basic knowledge of business environment.

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:

Teaching and learning methodologies and activities applied:

The subject is based on concepts and aspects studied in other subjects of previous courses of Business Administration Degree.

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

a. The Theoretical part will consist in the development in class of the program of the subject through explanations carried out by the teacher and the students, being helped by the basic and recommended bibliography. Graphic and text presentations and any other media lecturers consider appropriate will be used, being requested active participation of students. To this extent, prior reading of the topics or recommended texts to be discussed in class will be informed. Each of the topics may be prepared by the students previously a theme, and in the class the information will be completed. Moreover, the lecturer will consolidate the knowledge with exercises or explanations.

b. 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
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		hours
Classroom activities	Master classes	32
	Practical exercises	18
	Debates	6
	Coursework presentations	4
	Assessment activities	6
Individual study	Individual study	34
	Individual coursework preparation	16
	Group coursework preparation	12
	Research work	6
	Compulsory reading	8
	Recommended reading	8
	Total hours:	150

ASSESSMENT SCHEME:

Calculation of final mark:

Final Exam:	50 %
Group Coursework:	35 %
Individual Coursework:	15 %
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
Michael E. Porter: "Estrategia competitiva: Técnicas para el análisis de la empresa y sus competidores". 2009. Ed. Pirámide. ISBN: 978-84-368-2338-7
Michael E. Porter: "Ser competitivo". 2009. Deusto S.A. Ediciones. ISBN: 9788423426959

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/