

Academic Year: ( 2019 / 2020 )

Review date: 06-05-2020

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: FERNANDEZ RODRIGUEZ, ZULIMA MAGDALENA

Type: Compulsory ECTS Credits : 6.0

Year : 5 Semester : 1

**REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)**

Essentials of Business Administration.

Human resource management, operations, marketing and finance.

**OBJECTIVES**

The aim of this course is to acquire and develop the knowledge, competences and skills set out below.

Knowledge competences:

- To know the main theoretical and empirical developments in strategic management.
- To understand the nature of business management decisions and the problems they entail.
- To analyse complex business problems, applying a rigorous methodology to integrate various analytical frameworks.
- To identify and analyse the ambiguous causal relationships that underlie firm behaviour and performance.
- To evaluate various strategy options rationally and critically applying criteria aimed at creating company value.
- To apply the knowledge acquired in this and other courses to study how decision-making has a direct impact on firm competitive success.

Skills:

- Ability to make strategic management decisions.
- Ability to work in teams.

Attitudes:

- To defend strategic decisions and justify them before the company's stakeholders.
- To be enterprising when undertaking new paths to create value.

**DESCRIPTION OF CONTENTS: PROGRAMME**

Part I

1. Basic concepts
2. Goals, value and performance

Part II: Strategic Analysis

3. Industry analysis
4. Internal analysis: resources and capabilities

Part III:

Competitive Strategies

5. Competitive strategies.
6. Strategies and the industry life cycle

Part IV: Corporative Strategies

7. Corporate strategies. Diversification
8. International strategies
9. Growth of the firm. Mergers and acquisitions
10. Strategic alliances

## LEARNING ACTIVITIES AND METHODOLOGY

- 1.- Theoretical classes will consist of systematic explanations of the fundamental concepts underlying each subject matter. Students will previously have the bibliography for each subject matter and will thus be able to study and prepare for each class. Concepts will be discussed at each class and doubts encountered by students will be addressed and resolved.
- 2.- Practical classes. Students must have prepared assigned readings, exercises and case studies for each class. In class the professor will ask several questions about the assigned materials. During the first part of the class, students will either respond these questions individually. The final part of the class will consist of an open discussion on the assigned cases/exercises.
- 3.- Final project. As part of a team, students will write a report regarding a complete and in-depth strategic analysis of a company. To do so, students should follow the contents, structure and tools explained during the course, and apply them to the company chosen. The analysis and development should be summarized into one document that must be presented as a final project output. Team projects will be due at the end of the course. There also will be an oral presentation of final project.

## ASSESSMENT SYSTEM

Assessment will be based on a mixture of individual and group work. Specific assignments will be weighted as follows:

- Individual case studies 20%
- Team final project and team oral presentation (final project & team dynamics) 20%
- In-class closed-book exam: 60% (A minimum grade of 4 in the exam is required in order to pass the course).

<b>% end-of-term-examination:</b>	60
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	40

## BASIC BIBLIOGRAPHY

- Grant, R.M. Contemporary Strategy Analysis, John Wiley and Sons, 2016
- Guerras Martín, L.A. y Navas López, J.E. Fundamentos de Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Civitas, 2016

## ADDITIONAL BIBLIOGRAPHY

- HILL, C.W.L., JONES, G.R. & SCHELLING, M. Strategic Management: Theory and Cases: An Integrated Approach , South-Western College Pub., 2014. 11th edition
- JOHNSON, G., SCHOLES, R. y WHITTINGTON, R. Exploring corporate strategy, Prentice Hall. , 2010