

Academic Year: ( 2020 / 2021 )

Review date: 09-07-2020

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: FERNANDEZ RODRIGUEZ, ZULIMA MAGDALENA

Type: Electives ECTS Credits : 6.0

Year : Semester :

## OBJECTIVES

Knowledge-based competences:

- Knowing, from and strategic standpoint, in today's world
- Understanding the nature of business management decisions and the problems they entail.
- Evaluating various strategy options rationally and critically applying criteria aimed at creating company value.

Skills:

- Using at ease and understanding the major sources of business information
- Analyzing complex business problems both rigorously and critically, thus reaching personal and well-reasoned conclusions.

Attitudes:

- Developing creative attitudes towards problem-solving.
- Team-working.

## DESCRIPTION OF CONTENTS: PROGRAMME

### PART I. INTRODUCTION

1. Firm strategies
2. Corporate governance

### PART II. STRATEGIC ANALYSIS

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

### PART III. COMPETITIVE STRATEGIES

5. The sources for competitive advantages. Value levers
6. Competitive strategies

### PART IV. CORPORATE STRATEGIES

7. Strategic evolution
8. Vertical integration
9. Diversification
10. International strategies
11. Merger and acquisitions
12. Strategic alliances

## LEARNING ACTIVITIES AND METHODOLOGY

The learning activities to be carried out in this course are aimed at stimulating and stretching students in order to help them to develop the previously described strategic management competences. These aims will be achieved by means of the following learning resources:

- Theoretical classes will consist of clear, systematic explanations of the fundamental concepts underlying each subject matter.
- During case study sessions, students will play an active role in analysing and resolving case studies involving real companies. Students must also participate actively in resolving the case during class. Other extra activities like educational innovation, such as discussion groups, presentations, etc.

## ASSESSMENT SYSTEM

Students will be assessed for the competences acquired and developed as follows:

- Final exam: 60% .
- Case studies and active class participation: 40%.

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

## BASIC BIBLIOGRAPHY

- GRANT R.M. Contemporary Strategy Analysis, Ed. Wiley, 2016
- NAVAS LÓPEZ, J.E. Y GUERRAS MARTÍN, L.A. Fundamentals of Strategic Management, Civitas.Madrid, 2013
- RODRIGUEZ MÁRQUEZ, A, NIETO, M.J., FERNÁNDEZ, Z. y REVILLA CASTEJÓN, A. Manual de Creación de Empresas, Civitas-Thompson Reuters, 2014

## ADDITIONAL BIBLIOGRAPHY

- HILL, C.W.L., JONES, G.R. & SCHELLING, M. Strategic Management: THEORY AND CASES: An Integrated Approach, McGraw Hill., 2016
- JOHNSON, G., WHITTINGTON, R., SCHOLES, K., ANGWIN, D. y REGNÉR, P. Exploring Corporate Strategy: Text & Cases, Pearson-Prentice Hall., 2017
- THOMPSON, A.A., PETERAF, M. A., GAMBLE, J.E. y STRICKLAND III, A. J. Crafting and Executing Strategy. The Quest for Competitive Advantage, McGraw Hill, 2012