

Academic Year: ( 2020 / 2021 )

Review date: 14/03/2020 10:46:12

Department assigned to the subject:

Coordinating teacher: MUÑOZ BULLON, FERNANDO

Type: Electives ECTS Credits : 3.0

Year : 1 Semester : 2

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

This subject is elective but acquires mandatory character for those students who want to obtain ICAC accreditation.

## OBJECTIVES

Skills to be acquired

General skills

\*CG12: Ability to manage and leadership.

\*CG14: Ethical commitment.

\*CG15: Ability to get adapted to new situations.

Specific skills:

\*CE1: To understand the fundamental concepts of microeconomics and business economics, as well as the application of these instruments to understand the environment in which an economic-business organization operates.

Learning objectives:

- ¿ Understand the existing branding practices of firms and appreciate their limitations.
- ¿ Develop an understanding of profitable product and brand management

## DESCRIPTION OF CONTENTS: PROGRAMME

1. Environment issues macro-environment of an organisation using PESTEL
  - Assess the implications of strategic drift
  - Evaluate the external key drivers of change likely to affect the structure of a sector or market
  - Using Porter's Diamond, explore the influence of national competitiveness on the strategic position of an organisation
  - Prepare scenarios reflecting different assumptions about the future environment of an organisation
2. Competitive forces: Porter's value chain
3. The internal resources, capabilities and competences of an organisation: SWOT analysis
4. Strategic choices: (i) assessment of the suitability, feasibility and acceptability of various strategic choices, (ii) assessing opportunities, advising on sustaining corporate advantage, (iii) business models: the 7 Ps, Boston Consulting Group
5. Enabling success: organising. Internal relationships and collaborative working and partnering.
6. Managing strategic change: Balogun and Lewin models, Change Management
7. Innovation and change management, Harmon's process strategy matrix

## LEARNING ACTIVITIES AND METHODOLOGY

Classes may involve lectures, small group exercises, case analyses and discussions. The lectures will serve to establish the conceptual foundations. Practical classes are designed so that students can develop skills and abilities required properly established.

Student contributions are an important part of the course. Students are expected to read assigned

materials for each class; attend class, participate and contribute to discussions.

#### ASSESSMENT SYSTEM

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

Your final grade will be assigned based on:

Participation in-class discussion, quizzes and cases studies: 60%

Final exam: 40%

In order to pass the subject, students need to meet the minimum passing score of 4 points (out of a possible 10) in the final exam. Students that do not meet the minimum passing grade should retake the subject. If the resit is taken, the above grade criteria also apply.

#### BASIC BIBLIOGRAPHY

- Barney, J.B. and Hesterley, W. Strategic management and competitive advantage. , Pearson, 2015
- Fred R. David, Forest R. David. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, Pearson, 2017
- Johnson, G., Scholes, L. and Whittington, R. Exploring corporate strategy, Prentice Hall, 2008
- Parnell, John A. Strategic Management: Theory and Practice., Sage, 2014