

## Strategic Management

Academic Year: ( 2021 / 2022 )

Review date: 26-05-2021

Department assigned to the subject: Business Administration Department

Coordinating teacher: MUÑOZ BULLON, FERNANDO

Type: Compulsory ECTS Credits : 3.0

Year : 1 Semester : 1

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

No special requirement

## OBJECTIVES

- ¿ Appreciate the contribution that strategy can make to successful performance.
- ¿ Identify the main structural features of an industry that influence competition and profitability.
- ¿ Understand strategies that position the firm most favorably in relation to competition and influence industry structure in order to enhance industry attractiveness.
- ¿ Identify the resources and capabilities of a firm to achieve sustainable competitive advantage.
- ¿ Analyze competition and customer requirements in order to identify opportunities for competitive advantage within an industry.
- ¿ Understand the different types of strategy; communicate them and carry out a strategic analysis of a real company.
- ¿ Understand the factors that caused the trend of diversification and vertical integration.
- ¿ Analyze and assess the adequacy of the different options of strategies, both competitive and corporate.

## DESCRIPTION OF CONTENTS: PROGRAMME

- 1-The process of strategic management
- 2-Industry analysis
- 3-Internal analysis: resource and capabilities
- 4-Competitive strategies
- 5-Corporate strategies
- 6-Growth of the firm. Mergers and acquisitions

## LEARNING ACTIVITIES AND METHODOLOGY

The course will be based on case studies, readings, some presentations, and, above all, the debate and the exchange of ideas and experiences. Throughout the course, students will be asked to make presentations on the different topics and will be encouraged to bring their insights and thoughts on the materials assigned into class discussion.

Tutorials: tuesdays, 13:15-15:15.

## ASSESSMENT SYSTEM

Students will be evaluated based on the following criteria:

## ORDINARY CALL:

- |                                     |     |     |
|-------------------------------------|-----|-----|
| - Class participation and homework: | 40% |     |
| - Final Exam:                       |     | 60% |

## EXTRAORDINARY CALL:

## Alternative 1:

- |                                     |     |     |
|-------------------------------------|-----|-----|
| - Class participation and homework: | 40% |     |
| - Final Exam:                       |     | 60% |

## Alternative 2:

- Final exam (100%).

Students can choose the alternative that benefits them the most.

<b>% end-of-term-examination:</b>	65
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	35

#### BASIC BIBLIOGRAPHY

- Barney, J.B. and Hesterley, W. Strategic management and competitive advantage. Concepts and cases, Pearson, 2015
- David, Fred R. y David, Forest R. Strategic management. A competitive advantage approach, Pearson, 2017
- GRANT, R.M. Contemporary Strategy Analysis, Wiley, 2008
- Rothaermel, F.T. Strategic management, McGraw Hill, 2015

#### ADDITIONAL BIBLIOGRAPHY

- HITT, M.A., IRELAND, R.D. AND HOSKISSON, R.E. Strategic Management: Competitiveness and Globalization, Concepts, South Western, Mason., 2010