

Academic Year: ( 2023 / 2024 )

Review date: 26-04-2023

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: FERNANDEZ RODRIGUEZ, ZULIMA MAGDALENA

Type: Electives ECTS Credits : 3.0

Year : Semester :

## OBJECTIVES

Knowledge-based competences:

- Understanding the nature of strategic decisions
- Evaluating strategic choices in a critical and well-reasoned manner, according to criteria oriented towards value creation.

Skills:

- Defending and justifying strategic decision making to the company's stakeholders Using at ease and understanding the major sources of business information.
- Analyzing complex business problems both rigorously and critically
- Communicating business ideas in structured and appealing way.

Attitudes

- Initiative, leadership and enthusiasm
- Creative proposals oriented towards problem-solving.

## DESCRIPTION OF CONTENTS: PROGRAMME

The subject covers the main concepts and analytic frameworks of strategic management. Students, after taking the subject, should understand how strategies could contribute to value creation and competitive advantage. The subject also studies the process of firm expansion, both in terms of new businesses and new markets.

Part one: Introduction

1. Strategic management of the firm: objectives and value creation, strategies and business models
2. Strategic Analysis

Part two: Competitive strategies

3. Creating competitive advantages: the value drivers
4. Competitive strategies

Part three: Corporative strategies

5. Corporative strategies
6. Internationalization strategy
7. Corporate growth methods

## LEARNING ACTIVITIES AND METHODOLOGY

- Theoretical classes will consist of lectures on the fundamental concepts.
- Following each theoretical session, students must read the corresponding case study and apply the theoretical tools and knowledge acquired previously. During case study sessions, students will play an active role in analysing and resolving case studies involving real companies.

## 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. Strategic Analysis, John Wiley and Sons,, 2019
- NAVAS LÓPEZ, J.E. y GUERRAS MARTÍN, L.A. Fundamentals of Strategic Management, Civitas.Thompson Reuters, Madrid, 2018
- RODRIGUEZ MÁRQUEZ, A, NIETO, M.J., FERNÁNDEZ, Z. y REVILLA CASTEJÓN, A. Manual de Creación de Empresas, 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., SCHOLLES, 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

#### BASIC ELECTRONIC RESOURCES

- Ø Rodríguez Márquez, A., Nieto, M. J., Fernández, Z. y Revilla, A. . Manual de Creación de Empresas: [http://https://bibliotecas.uc3m.es/permalink/f/1nksr18/34UC3M\\_ALMA51276078980004213](http://https://bibliotecas.uc3m.es/permalink/f/1nksr18/34UC3M_ALMA51276078980004213)