



Guía docente / *Course Syllabus*

2018-19

1. Descripción de la Asignatura / *Course Description*

Asignatura <i>Course</i>	DIRECCIÓN ESTRATÉGICA I (docencia en inglés)
Códigos <i>Code</i>	504031; 902058
Facultad <i>Faculty</i>	Facultad de Ciencias Empresariales
Grados donde se imparte <i>Degrees it is part of</i>	Grado en Administración y Dirección de Empresas (Inglés); Doble Grado en Administración y Dirección de Empresas (Inglés) y Derecho
Módulo al que pertenece <i>Module it belongs to</i>	Organización de empresas
Materia a la que pertenece <i>Subject it belongs to</i>	Organización de empresas
Departamento responsable <i>Department</i>	Organización de Empresas y Marketing
Curso <i>Year</i>	4º
Semestre <i>Term</i>	1º
Créditos totales <i>Total credits</i>	6
Carácter <i>Type of course</i>	Obligatoria
Idioma de impartición <i>Course language</i>	Inglés
Modelo de docencia <i>Teaching model</i>	B1

Clases presenciales del modelo de docencia B1 para cada estudiante: 27 horas de enseñanzas básicas (EB), 18 horas de enseñanzas prácticas y de desarrollo (EPD) y 0 horas de actividades dirigidas (AD). Hasta un 10% de la enseñanza presencial puede sustituirse por docencia a distancia (también presencial, pero posiblemente asincrónica), de acuerdo con la programación de la Asignatura publicada antes del comienzo del curso.

Number of classroom teaching hours of B1 teaching model for each student: 27 hours of general teaching (background), 18 hours of theory-into-practice (practical group tutoring and skill development) and 0 hours of guided academic activities. Up to 10% of face-to-face sessions can be substituted by online teaching, in accordance with the course schedule published before it begins.

2. Responsable de la Asignatura / *Course Coordinator*

Nombre <i>Name</i>	José Luís Barbero Navarro
Departamento <i>Department</i>	Organización de Empresas y Marketing
Área de conocimiento <i>Field of knowledge</i>	Organización de Empresas
Categoría <i>Category</i>	Profesor Titular de Universidad
Número de despacho <i>Office number</i>	7.3.18
Teléfono <i>Phone</i>	
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3. Ubicación en el plan formativo / *Academic Context*

Breve descripción de la asignatura <i>Course description</i>	The subject of Strategic Management deals with how companies can succeed, based mainly by a firm's higher or potential profitability, and is achieved through the adaptation of organizational resources to the environment. Strategic decisions are taken mainly, though not exclusively, by the CEO and the Board of Directors of the company. To understand how these bodies make decisions requires that students have a high knowledge and understanding of the business context, that is, that students achieve a general knowledge. Therefore, the subject shares knowledge with other subjects such as Business Management, Business Economics, Operations Management or Financial Management. In addition, students take the subject in the fourth year of the Degree in Business Administration, once they have deepened in the study of business management and have achieved a general knowledge.
Objetivos (en términos de resultados del aprendizaje) <i>Learning objectives</i>	<ol style="list-style-type: none">1. We aim to expose students to business realities and provide them with the tools they will need in order to carry out sector analysis, study strategic corporate groups, and produce segmentation matrices. In addition, we will strive to aid students to grasp key variables shaping the current stage of the life cycle in the sector, and pinpoint catalysts for success.2. Our goal is to understand the roots of both success and failure in business ventures, as well as assess roles, antecedents, impact and types of competitive (or business) strategy. We will also learn about cost leadership strategy and differentiation strategy, with a special focus on: nature, favouring factors, etc.
Prerrequisitos <i>Prerequisites</i>	None
Recomendaciones <i>Recommendations</i>	None
Aportaciones al plan formativo <i>Contributions to the</i>	As this course is offered in the 4th Year of the Degree, students are expected to already have a grasp on basic business-related terms

<p><i>educational plan</i></p>	<p>and concepts, as well as understand each and every one of the functional areas within a company. Thus, Strategic Management I provides students with a broad, comprehensive overview of business realities while highlighting the set of management decisions that lead to organizational development; we also delve into the factors behind the fact that some firms succeed yet others fail, using strategic analysis tools.</p> <p>In short, this course falls under the broader academic umbrella of Market Research & Marketing, Financial Economics & Accounting, and Business Organization; it serves to expose students to the fundamental concepts underpinning these areas of knowledge and provides them with a holistic vision of companies how they work.</p>
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<p>4. Competencias / Skills</p>
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<p>Competencias básicas de la Titulación que se desarrollan en la Asignatura <i>Basic skills of the Degree that are developed in this Course</i></p>	<p>CB2 - Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio</p> <p>CB3 - Que los estudiantes tengan la capacidad de reunir e interpretar datos relevantes (normalmente dentro de su área de estudio) para emitir juicios que incluyan una reflexión sobre temas relevantes de índole social, científica o ética</p> <p>CB4 - Que los estudiantes puedan transmitir información, ideas, problemas y soluciones a un público tanto especializado como no especializado</p> <p>CB5 - Que los estudiantes hayan desarrollado aquellas habilidades de aprendizaje necesarias para emprender estudios posteriores con un alto grado de autonomía</p>
<p>Competencias generales de la Titulación que se desarrollan en la Asignatura <i>General skills of the Degree that are developed in this Course</i></p>	<p>CGI1 - Capacidad de análisis y síntesis</p> <p>CGI2 - Capacidad de organización y planificación</p> <p>CGI7 - Capacidad para la resolución de problemas.</p> <p>CGI8 - Capacidad para tomar decisiones</p> <p>CGI9 - Habilidad para analizar y buscar información proveniente de fuentes diversas</p> <p>CGP1 - Capacidad para trabajar en equipo</p> <p>CGP4 - Habilidad en las relaciones personales</p> <p>CGP6 - Capacidad crítica y autocrítica</p> <p>CGP8 - Trabajar en entornos de presión</p> <p>CGS3 - Capacidad de aprendizaje autónomo</p> <p>CGS4 - Creatividad</p> <p>CGS5 - Motivación por la Calidad</p> <p>CGS6 - Capacidad de Adaptación a nuevas situaciones</p> <p>CGS8 - Liderazgo</p>
<p>Competencias transversales de la Titulación que se desarrollan en la Asignatura <i>Transversal skills of the Degree that are developed in this Course</i></p>	<p>CT1 - Comunicación oral y escrita en castellano.</p> <p>CT2 - Comunicación oral y escrita en una lengua extranjera.</p> <p>CT4 - Conocimientos de informática relativos al ámbito de estudio.</p> <p>CT6 - Compromiso ético en el trabajo.</p>
<p>Competencias específicas de la Titulación que se desarrollan en la Asignatura <i>Specific competences of the</i></p>	<p>CE06 - Entender y aplicar las principales líneas de pensamiento estratégico actual, el papel de la competencia y la búsqueda de la ventaja competitiva; entender las raíces del éxito y el fracaso empresarial, conociendo a fondo los conceptos y herramientas para</p>

<i>Degree that are developed in the Course</i>	la formulación y desarrollo de una estrategia CE09 - Comprender y manejar principios y técnicas asociados con la iniciativa emprendedora y la empresa familiar
Competencias particulares de la asignatura, no incluidas en la memoria del título <i>Specific skills of the Course, not included in the Degree's skills</i>	<p>Cognitive (Knowledge):</p> <ul style="list-style-type: none"> • Knowing the role of competition and the pursuit of competitive advantage. • Understanding the roots of success and failure, and knowing full well the development of a business strategy, its origins and history. • Know the main lines of current strategic thinking. Learn the techniques for analyzing the industry environment and to the internal diagnosis of the company, its resources and capabilities. • Knowing the determinants of corporate strategy and business strategy. <p>Procedural / Instrumental (Know how):</p> <ul style="list-style-type: none"> • Ability to identify the determinants of industry profitability. • Be able to perform a sector analysis and identify key success factors. • Knowing how to perform an internal analysis of the resources and capabilities of the firm (strengths and weaknesses), and then select an appropriate strategy. Strategic thinking (ability to understand the changing environment, market opportunities, competitive threats, and the strengths and weaknesses of any organization in identifying the best strategic response). • Analytical ability (ability to analyze, organize and present relevant data and set options facing the strategic definition of the organization). <p>Attitudinal (Be)</p> <ul style="list-style-type: none"> • Motivation to study and analysis of trends in strategic management and business policy.

5. Contenidos de la Asignatura: temario / *Course Content: Topics*

PARTE I	STRATEGIC MANAGEMENT FOUNDATIONS
TEMA 1	CONCEPT & NATURE OF STRATEGIC MANAGEMENT
1.1	Introduction & objectives
1.2	Strategy: impact on success
1.3	Developing business strategy
1.4	Role of competition & the quest for the competitive edge
1.5	The strategic process
1.6	Role of analysis in strategy formulation
1.7	A framework for the analysis of a company's strategy. The strategic fit.
1.8	Distinction between corporate and business strategy.
PARTE II	SECTOR AND COMPETITION ANALYSIS
TEMA 2	A FRAMEWORK FOR STRATEGY ANALYSIS
2.1	<i>Introduction & objectives</i>
2.2	<i>From analysis of the environment to sectorial analysis</i>
2.3	<i>Sectorial profitability determinants: competition & demand</i>
2.4	<i>Assessing competition within a sector; Porter's model: "5 competitive forces"</i>
2.5	<i>Applying sectorial analysis</i>
2.6	<i>Problems: defining the sector</i>

2.7	<i>The competition: dynamic aspects</i>
TEMA 3	INTERNAL SECTORIAL ANALYSIS: SEGMENTATION, STRATEGIC GROUPS & COMPETITOR ANALYSIS
3.1	Introduction & objectives
3.2	Segmentation analysis
3.3	Strategic groups
3.4	Competitor analysis
TEMA 4	ANALYZING RESOURCES & CAPABILITIES
4.1	Introduction & objectives
4.2	Role of resources & capabilities in strategy formulation
4.3	Company resources: tangible, intangible & human
4.4	Organizational skills
TEMA 5	NATURE & ROOTS OF COMPETITIVE ADVANTAGE
5.1	Introduction & objectives
5.2	Gaining a competitive edge (competitive advantage)
5.3	Keeping a competitive edge
5.4	Competitive advantage in different market types
5.5	Types of competitive advantage
PARTE III	ANALYZING COMPETITIVE STRATEGIES
TEMA 6	COST ADVANTAGE
6.1	Introduction & objectives
6.2	Roots of competitive cost advantage
6.3	Using the value chain in cost analysis
6.4	New cost reduction techniques
6.5	Traditional factors in cost analysis
TEMA 7	DIFFERENTIATION ADVANTAGE
7.1	Introduction & objectives
7.2	Nature of differentiation
7.3	Differentiation analysis from the perspective of demand
7.4	Differentiation analysis from the perspective of supply
7.5	The value chain

6. Metodología y recursos / *Methodology and Resources*

Metodología general <i>Methodology</i>	Described in the following headings.
Enseñanzas básicas (EB) <i>General teaching</i>	Upon the attendance to theory sessions, professors may invite experts in the Strategic Management area in order to present topics key to the subject, or show students videos related to the subject. In addition, in the 2018-2019 academic year, the teaching staff plans to apply the "flipped classroom" methodology for certain topics.
Enseñanzas prácticas y de desarrollo (EPD) <i>Theory-into-practice</i>	Practical sessions will include the discussion of readings assigned to the students based on business press (domestic or international), magazines, articles in scientific journals, cases, etc. With this type of activity professors will leverage the learning process by students, their active participation and the exchange of ideas with the rest of the students. Along the development of the activities, the

	professor may recommend a bibliography the student will need to follow so that the education process of the student is implemented.
Actividades académicas dirigidas (AD) <i>Guided academic activities</i>	

7. Criterios generales de evaluación / *Assessment*

Primera convocatoria ordinaria (convocatoria de curso) <i>First session</i>	<p>El 40% de la calificación procede de la evaluación continua. El 60% de la calificación procede del examen o prueba final. Practice (EPDs) will be assessed through continuous evaluation which may include both, exams or the completion of individual or group activities. Thus professors will be able to check that the students have acquired the skills to apply the knowledge learned. Evaluation of practice will correspond to 40% of the final grade. Theory (EB, enseñanzas básicas) and specific and instrumental competencies acquired will be assessed through:</p> <ul style="list-style-type: none"> - An exam corresponding to 50% of the final grade (multiple choice and short questions). In order to pass the exam and the subject, the student will need to independently pass each of the two parts (multiple choice and short questions). - Class participation corresponding to 10% of the final grade, in which a "flipped classroom" system might be used
Segunda convocatoria ordinaria (convocatoria de recuperación) <i>Second session (to re-sit the exam)</i>	In any case, the grade obtained by the student through practice (EPDs) will be saved for the following two official calls in each course. Those students who do not follow the continuous evaluation process, or do not pass the evaluation tests included in such, will be eligible for 100% of the total grade of the subject in the call for the recovery of the course (July), through a test in which the student will be evaluated of the total knowledge and competences of the subject.
Convocatoria extraordinaria de noviembre <i>Extraordinary November session</i>	<p>Se activa a petición del alumno siempre y cuando éste esté matriculado en todas las asignaturas que le resten para finalizar sus estudios de grado, tal y como establece la Normativa de Progreso y Permanencia de la Universidad.</p> <p>Se evaluará del total de los conocimientos y competencias que figuren en la guía docente del curso anterior, mediante el sistema de prueba única.</p> <p>100% of the total grade of the subject will be assessed through a written exam that will consist of three parts: test, theoretical questions and discussion of a case study / news.</p>
Criterios de evaluación de las enseñanzas básicas (EB) <i>General teaching assessment criteria</i>	<p>Durante la evaluación continua:</p> <p>Durante el examen o prueba final (1ª convocatoria):</p> <p>Durante el examen o prueba final (2ª convocatoria):</p>
Criterios de evaluación de las enseñanzas prácticas y de desarrollo (EPD) <i>Theory-into-practice assessment criteria</i>	<p>Durante la evaluación continua:</p> <p>Durante el examen o prueba final (1ª convocatoria):</p> <p>Durante el examen o prueba final (2ª convocatoria):</p>
Criterios de evaluación de las actividades académicas dirigidas (AD) <i>Criteria of assessment of guided academic activities</i>	<p>Durante la evaluación continua:</p> <p>Durante el examen o prueba final (1ª convocatoria):</p> <p>Durante el examen o prueba final (2ª convocatoria):</p>

Puntuaciones mínimas necesarias para aprobar la Asignatura <i>Minimum passing grade</i>	1ª convocatoria: In order to pass the exam and the subject, the student will need to independently pass each of the two parts (multiple choice and short questions). 2ª convocatoria: In order to pass the exam and the subject, the student will need to independently pass each of the two parts (multiple choice and short questions).
Material permitido <i>Materials allowed</i>	In general, no extra material will be allowed to be used. Erasmus students will be able to use a dictionary / translator, which will allow them to understand the meaning of the terms used in the exam questions.
Identificación en los exámenes <i>Identification during exams</i>	En cualquier momento de la realización de una prueba de evaluación los profesores podrán requerir la acreditación de la identidad de cualquier estudiante, mediante la exhibición de su carnet de estudiante, documento nacional de identidad, pasaporte u otro documento válido a juicio del examinador. Si no lo hiciese, el estudiante podrá continuar la prueba, que será calificada solo si la documentación es presentada en el plazo que el examinador establezca.
Observaciones adicionales <i>Additional remarks</i>	Students enrolled in a mobility program or a program for high-level athletes, as well as students affected by work or serious health problems or reasons of force majeure duly accredited, will have the right to be evaluated during the first session through which a single test evaluation system. To do this they must report changes in their circumstances to the program coordinator before the end of the teaching period.

Los estudiantes inmersos en un programa de movilidad o en un programa de deportistas de alto nivel, así como los afectados por razones laborales, de salud graves o por causas de fuerza mayor debidamente acreditadas, tendrán derecho a que en la convocatoria de curso se les evalúe mediante un sistema de evaluación de prueba única. Para ello, deberán comunicar la circunstancia al profesor responsable de la asignatura antes del fin del periodo docencia presencial.

Students enrolled in a mobility program or a program for high-level athletes, as well as students affected by work or serious health problems or reasons of force majeure duly accredited, will have the right to be evaluated during the first session through a single test evaluation system. To do this, they must report changes in their circumstances to the program coordinator before the end of the teaching period.

8. Bibliografía / *Bibliography*

Basic Bibliography	<ul style="list-style-type: none"> • Grant, Robert M. (2016) “Contemporary Strategy Analysis”, <i>Novena edición. Ed John Wiley & Sons.</i> • Johnson, G., Whittington, R., Scholes K., Angwin, D., Regner, P. (2014) “Exploring Strategy”, <i>Decima edición. Pearson Education Limited</i>
Complementary Bibliography	<ul style="list-style-type: none"> • Guerras Martín, L.A. y Navas Lopez, J.E. (2015) “Fundamentals of Strategic Management”, <i>Thompson Reuters, 1ª edición.</i>