



## STRATEGIC MANAGEMENT COURSEWORK GUIDE Course Edition 2018/2019

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## 1. Descriptive Details

<b>Name of subject:</b> Strategic Management	
<b>Code:</b> 9987001306	
<b>Degree program:</b> Bachelor's Degree Biotechnology and Bachelor's Degree in Pharmacy and Biotechnology	
<b>Year in which it is taught:</b> 2 <sup>nd</sup> / 6 <sup>th</sup>	
<b>Nº of ECTS credits:</b> 6	<b>Nº of classroom hours:</b> 4 hrs/week Study mode: On Campus
<b>Regulatory prerequisites:</b> None	<b>Recommended prerequisites:</b> None
<b>Name of professor:</b> Marina Mattera	
<b>Academic advising/guidance timetable:</b> Tuesdays 12:30-13:30 (previous consultation with the Professor).	

## 2. Contextualization of Content and Subject Competences

In this course, the student will obtain a complete vision of the process of analysis, formulation and implementation of corporate and Business unit strategies that allow the firm to gain competitive advantage. The student will acquire an understanding of the basic concepts of strategic management, and an understanding and use of tools and methods utilized for external and internal analysis.

The student will be exposed to the generic business strategies used by firms, as well as how to manage knowledge generated internally and the inventions they create, in order to translate them into market innovations.

## 3. Specific Competences

On completing this subject, the student will be able to:

- Demonstrate appropriate knowledge related to their area of study, starting from the level of general secondary education, as well as having some understanding of relevant advances and current thinking in the field.
- Apply their knowledge in their profession, in a professional manner, and have the necessary skills to develop nuanced arguments and problem solving.
- Gather and analyse data relevant to their professional field, as well as make sound ethical and social judgments based on that analysis.
- Communicate information, ideas, problems and solutions to both a specialized and non-specialized public.

- Develop the necessary skills and knowledge to be able to continue studies in more advanced areas in the future.

## 4. General Competences

The following competences will be developed and assessed in this subject:

- Responsibility
- Self-confidence
- Knowledge of ethical values
- Communication skills
- Interpersonal understanding
- Flexibility
- Teamwork
- Initiative
- Planning
- Innovation-Creativity

## 5. Content

**Topic 1** Introduction

**Topic 2** Company's Strategic Positioning

**Topic 3** Strategic Analysis: Internal and External

**Topic 4** Knowledge Management

**Topic 5** Innovation Management

## 6. Training Activities

Strategic Management course is structured in five central topics with their corresponding subtopics and appendices. In order to ensure an effective learning process and to consolidate theoretical knowledge, together with practical implementation of thee, five specific activities will be carried out within each topic. Among them, are included:

- Case studies related strategic management.
- Assignments related to strategic management
- Problem-solving assignments related to strategic management
- Weekly debate

Complementary to the abovementioned, other activities will be carried out in parallel, aiming at improving the learning process and consolidating student's knowledge-acquisition process. These include (but are not limited to) visiting companies, attending conferences with national and international speakers, joint activities with other courses in order to show students the

interdisciplinary character of the knowledge they are learning, how different courses and subjects relate to each other, and the importance of collaborating with colleagues from the same knowledge-area as well as with others from different professions.

## 7. Teaching Methodologies

Diverse methodologies will be implemented in class, both active and collaborative, which are destined at guiding students in their learning process of theoretical and practical knowledge, as well as their development of competencies.

Strategic Management course combines theoretical sessions, where students will take notes and assimilate theoretical concepts; as well as practical sessions, in which the acquired knowledge will be implemented to real-life situations. Additionally, the flipped classroom methodology will also be implemented, where students learn theory on their own (through videos, lectures, research, etc.) and classes are destined to learn the practical implementation of such knowledge.

## 8. Assessment Procedures

The assessment of knowledge and skills will be continuous and formative; both individually and in groups. A minimum of 75% of assistance have the right to continuous assessment is required; in exceptional cases they will have to be validated by the Academic Director.

The evaluation system will have the following characteristics:

- 40% of the final grade is based on a knowledge test. To pass the course, it is mandatory requirement to approve this section with a minimum of 4/10.
- 20% Final Project, which will run throughout the quarter in groups of 3-5 students.
- Remaining 40% will be:
  - Individual and group assignments carried out during class-hours.
  - Research projects conducted by students, evaluating companies' performance.
  - Participation in workshops and conferences.

## 9. Materials and Other Considerations

*Bibliography (including books and manuals in English as well as a few references in Spanish):*

- JOHNSON, G.; SCHOLLES, K.; WHITTINGTON, R. (2015): Exploring Corporate Strategy, 8th Edition, Pearson Education.  
LYNCH, R. (2006): Corporate Strategy, 4th Edition, Prentice Hall

GUERRAS MARTIN, L.A. y NAVAS LÓPEZ, J.E. (2013): La Dirección Estratégica de la Empresa, 4ª ed., Civitas, Madrid.  
THOMPSON, A. y STRICKLAND, A. (2001): Administración Estratégica. Conceptos y casos. Mc Graw Hill, México.  
Harvard Business Review (2011): HBR HBR's Must-Reads on Strategy, Harvard Business Review Press

## **10. Coursework Outline**

Strategic Management course will take place during the second semester of the academic year. Specific dates for the knowledge test, final project hand-in and presentation have already been established, as it will be shown in the calendar uploaded to the virtual campus.

## **11. Resources**

Strategic Management is a University course, hence it is expected that students will have a professional approach. In this context, student's attitude will be taken into consideration, together with his/her use of vocabulary (both in written and oral expression). It is of high relevance the commitment that the student shows towards the course, fulfilment of assignments, his/her preparation towards knowledge tests, as well as their attitude towards classmates.

As it was previously explained, students shall develop specific and general competencies, which complement the course's theoretical knowledge. Students will also be evaluated in terms of their degree of acquisition of competencies, paying special attention to their teamwork ability, adequate planning; their capacity to solve problems and manage change; and last but not least, their orientation towards achieving objectives and results.