

Course Syllabus

Name of course/module: Strategic Management

Year: Second

Code: P954001207

Coordinating professor: Javier Muñoz de Prat

Degree program: Business Management

School: Social Sciences

Languages: English & Spanish

The mission of Universidad Europea de Madrid is to offer its students a holistic education, helping them become leaders and professionals capable of responding effectively to the needs of today's global world, adding value within their career fields, and contributing to social advancement through their entrepreneurial spirit and ethical integrity. We also strive to create and transfer knowledge through applied research, thus making our own contribution to progress and putting ourselves at the forefront of intellectual, scientific, and technological development.

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1. Basic information on the course/module

ECTS	6ECTS
Credit type	Basic
Language	English
Delivery mode	In Class Teaching
Trimester/Semester	1 st Semester

2. Presentation and contents of the course/module

The course "Strategic Management" aims to be a first approach to business strategy as a synonym of planning, generation of competitive advantages and growth of the company. Starting from a basic definition, we try to learn what is its concept and general characteristics by creating a basic common language for the student base for further learning.

The subject defines the strategic position, by means of the analysis of the external general environment (PESTEL and Competition Analysis) and internal (marketing mix, value chain ...), to later enter SWOT, CAME and Canvas analysis.

During the course, the concept of corporate culture and different types of organization are discussed in relation to the different strategies to be carried out by the company from a double perspective: "Corporate" and "Business". In particular, it will deepen in terms of diversification, concentration and internationalization. Finally, the different strategic matrices ex. BCG and GE-McKinsey.

3. Competencies and learning outcomes

Core competencies:

- CB1: That students have demonstrated to possess and understand knowledge in a study area that starts from the base of general secondary education, and is usually found at a level that, although supported by advanced textbooks, also includes some aspects that imply knowledge coming from the vanguard of their field of study..
- CB3: That students should have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific or ethical issues.
- CB4: That student can transmit information, ideas, problems and solutions to a specialized and non-specialized public.

Cross-curricular competencies:

- CT5: Ability to apply knowledge to practice, to use the knowledge acquired in the academic field in situations as similar as possible to the reality of the profession for which they are being trained.
- CT6: Oral communication / written communication: ability to transmit and receive data, ideas, opinions and attitudes to achieve comprehension and action, oral being done through words and gestures and, written, through writing and / or graphic supports .
- CT12: Critical reasoning: Ability to analyze an idea, phenomenon or situation from different perspectives and assume before him / her an own and personal approach, built from the rigor and the argued objectivity, and not from the intuition.
- CT17: Teamwork: Ability to integrate and collaborate actively with other people, areas and / or organizations to achieve common objectives.

Specific competencies:

- CE2. Ability to collect and interpret information to build and implement a Strategic Plan: External and internal strategic analysis; formulation, choice and implementation of corporate and competitive strategies and strategic control.
- CE12. Ability to analyze, integrate and evaluate information from the economic environment, necessary for decision-making.

Learning outcomes:

- LO1: Acquire the ability to know and understand the role of the marketing function within the company, the functioning of the markets. Analyze the environment to plan, execute and control marketing actions. Based on the needs of the consumer, formulate guidelines for the design of solutions and concepts that may become future products. Determine pricing strategies. Understand the basic operation of commercial distribution systems. Finally, determine the communication needs of the company.
- LO2: Acquire the ability to analyze and research the marketing function within the company, the operation of the markets. Analyze the environment to plan, execute and control marketing actions. Based on the needs of the consumer, formulate guidelines for the design of solutions and concepts that may become future products. Determine

pricing strategies. Understand the basic operation of commercial distribution systems. Finally, determine the communication needs of the company.

- LO3: Acquire the ability to develop real cases and practical resolution of marketing within the company, the operation of the markets. Analyze the environment to plan, execute and control marketing actions. Based on the needs of the consumer, formulate guidelines for the design of solutions and concepts that may become future products. Determine pricing strategies. Understand the basic operation of commercial distribution systems. Finally, determine the communication needs of the company.

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competencies	Learning outcomes
CB1, CB3, CT5, CT12, CE2 y CE 12	LO1
CB1, CB 3, CB4, CT 5, CT6 CT12 y CT17, CE12 y CE 2	LO2
CB1 CB4, CT 5, CT6 CT12, CE2 y CE 12	LO3

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

Type of educational activity	Number of hours
AF1 Master lessons	40
AF2 Autonomous work	30
AF3 Oral presentations	10
AF4 Case Analysis and Problem Solving	10
AF5 Group participatory activities	25
AF6 Group participatory activities	5
AF7 Knowledge tests	5
AF8 Tutoring	10
TOTAL	150 h

To develop the competencies and achieve the learning outcomes, you will have to complete the activities indicated in the table below:

Learning outcomes	Learning activity	Type of educational activity	Content
RA1, RA2	ACT1, ACT2	AF1, AF2, AF4, AF6, AF7	Topic 1 - Introduction
RA1, RA2, RA3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 2-External Analysis: The environment
RA1, RA2, RA3	ACT1, ACT2	AF1, AF2, AF3, AF4, AF6, AF7	Topic 3-Internal Analysis: Vision, Mission, Strategic Capabilities
LO1, LO2, LO3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 4 - Business Strategies
LO1, LO2, LO3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 5-Corporate Strategies and Diversification
LO1, LO2, LO3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 6- Internationalization Strategies
LO1, LO2, LO3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 7- Innovation and Entrepreneurship
LO1, LO2, LO3	ACT1, ACT2, ACT3, ACT4	AF1, AF2, AF3, AF4, AF6, AF7	Topic 8- Organic and Inorganic Growth
LO2, LO3	ACT1,ACT2, ACT3, ACT4	AF2,AF3,AF5, AF6,AF8, AF9,	Topic 9- Strategy in Action

When you access the course on the *Virtual Campus*, you will find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4. Monitoring and assessment

The following table shows the assessable activities, their respective assessment criteria, and the weight each activity carries towards the final course grade.

Assessable activity	Assessment criteria	Weight (%)
<i>ACT1: Master Classes: attendance, follow-up of lessons, participation ...</i>	<ul style="list-style-type: none"> Knowledge Tests 	50%
<i>ACT2: Case Method and Cooperative Learning: guided activities (individual or group) of basic strategic analysis (own cases, press, ...)</i>	<ul style="list-style-type: none"> Case Analysis and Problem Solving 	20%

<p><i>ACT3: Preparation of written works (individual or group) on trends, structures and / or market strategies based on real cases.</i></p>	<ul style="list-style-type: none"> • Reports and Writings 	<p>20%</p>
<p>ACT4: Presentations (individual or group) of practical work and research.</p>	<ul style="list-style-type: none"> • Oral Exhibitions 	<p>10%</p>

When you access the course on the *Campus Virtual*, you will find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4.1. First exam period

To overcome the subject in ordinary call the student must:

In the ordinary intake, the final grade will be the result of adding the different qualifications of the different types of evaluation, in their corresponding weighting. In order to pass the subject, it will be enough to reach a global weighted grade of five, which would exceed 50% of the subject. However, to apply the weighting it is **ESSENTIAL** that the student has at least an average of 5 out of 10 points in the corresponding KNOWLEDGE TESTS.

In case of not reaching this grade, the student must retake the in extraordinary call, qualifying the subject in the ordinary call as **FAIL**.

Students who do not equal or exceed 50% of the subject, or do not achieve a score of 5 out of 10 in the knowledge tests, will be qualified in the ordinary call as "fail", since the continuous evaluation will prevent them from considering it as not presented. Consequently, it must submit to the extraordinary call.

If the subject will failed in **ORDINARY CALL** due to lack of compliance with the percentages of attendance, the teacher will indicate to the student what tests, work or activities the student should complete as a complement to be able to pass the subject.

Attendance: For students who attend face-to-face teaching, it is compulsory to justify at least 50% attendance to the classes, as a necessary part of the evaluation process and to comply with the student's right to receive advice, assistance and academic monitoring by the teacher. For these purposes, students must use the technological system that the University places at their disposal, or the control system determined by the teacher, to accredit their daily attendance to

each of their classes. These systems will also serve to guarantee objective information about the active role of the student in the classroom.

The lack of accreditation by the means proposed by the University of at least 50% of attendance will enable the teacher to qualify the subject as failed in the ordinary call, according to the rating system provided in these regulations. All this, without prejudice to other requirements or higher percentages of assistance that each faculty may establish in the teaching guides or in its internal regulations.

4.2. Second exam period

To pass the course in the second exam period you should

In case of having passed the different evaluations in the ordinary call, except for the knowledge test (with the minimum score of 5 points out of 10) and as long as the overall mark of the subject in ordinary call exceeds the average of 5 points out of 10: The extraordinary call will be limited to the realization of a PC, which will represent 50% of the overall score. Taking into consideration the qualifications obtained in the different sections of the ordinary call to establish, finally the final grade of the subject.

If you additionally have failed the Practices or Final Assignment / Report, you may carry out the missing activities and deliver them, as well as the Final Assignment / Report, at least 2 days before the date of the knowledge test.

5. Bibliography

Here is the recommended bibliography:

- KOETLER, Philip: Marketing Management, Pearson. 2009
- GRANT, Robert. Contemporary Strategy Analysis. John Wiley & sons, 2012
- BECERRA, Strategic management. Cambridge University Press 2009
- Hollensen, Svend; Arteaga, Jesús Estrategias de marketing Internacional. Pearson 2017
- Johnson, Gerry, Kevan Scholes, and Richard Whittington. Fundamentals of strategy. Pearson Education, 2009.

6. How to communicate with your professor

Whenever you have a question about the content or activities, don't forget to post it to your course forum so that your classmates can read it.

You might not be the only one with the same question!

If you have a question that you only want to ask your professor, you can send him/her a private message from the *Campus Virtual*. Moreover, if you need to discuss something in more detail, you can arrange an advisory session with your professor.

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It is a good idea to check the course forum on a regular basis and read the messages posted by your classmates and professors, as this can be another way to learn.

7. Study recommendations

When you study at university, you need to plan and be consistent from the first week. It's very useful to exchange experiences and opinions with professors and other students, as this will help you develop core competencies such as flexibility, negotiating skills, teamwork, and, of course, critical thinking.

To help you, we recommend using a general method of study based on the following points:

- Study systematically and at a steady pace.
- Attend class and regularly check the course forum on the *Campus Virtual* so that you keep up to date with what's happening.
- Participate actively in the course by sharing your opinions, doubts and experiences relating to the topics covered and/or suggesting new topics of interest for discussion.
- Read the messages posted by your classmates and/or professors.

Active participation in physical and virtual classroom activities is of special interest and academic value. You can participate in many different ways: asking questions, giving your opinion, doing all the activities your professor suggests, taking part in collaborative activities, helping your classmates, etc. This way of working requires effort, but it will help you get better results as you develop your competencies.

Annexes with detailed information on the *Campus Virtual*