

COURSE SYLLABUS

1. COURSE DESCRIPTION

Degree:	Finanzas y Contabilidad (English teaching)
Double Degree:	Derecho y Finanzas y Contabilidad (English Teaching)
Course:	STRATEGIC MANAGEMENT - Dirección Estratégica (English teaching)
Module:	Business Organization
Department:	Business Organization and Marketing
Term:	First term
Total Credits:	6
Year:	4th/5th
Type of Course:	Obligatory
Course Language:	English

Teaching model:	B1	
a. General/background:		60 %
b. Theory-into-practice/developmental knowledge-building		40 %
c. Guided Academic Activities:		



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2. COURSE COORDINATOR

Course coordinator: Gloria Cuevas Rodríguez

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3. ACADEMIC CONTEXT

3.1. Course Description and Objectives

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.

3.2. Contribution to the Training Plan

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 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.

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.

3.3. Recommendations or Prerequisites

Students need to have passed 1st year subjects *Business Management* and *Organizational Theory*. Additionally, students need to have previously passed *Marketing Management*.

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4. SKILLS

4.1 Degree Skills Developed during this Course

General Skills:

- Capacity for analysis & synthesis;
- Problem-solving skills;
- Decision-making skills;
- Capacity for critical thinking;
- Collaborative learning/Teamwork skills;
- Leadership skills;
- Interpersonal skills;
- Ability to put theory into practice;
- Capacity for learning and refreshing knowledge;
- Autonomous learning skills/Self-sufficiency.

4.2. Module Skills Developed during this Course

Instrumental Skills:

- Analysis and synthesis skills
- Organization and planning skills
- Oral and written communication in a foreign language
- Skills to obtain and analyze information from different sources
- Decision making and problem-solving skills

Personal Skills:

- Team work and interpersonal relations skills
- Personal relations skills
- Ethical compromise within the work place

Systemic skills:

- Autonomous learning skills
- Creativity
- Leadership
- Initiative and entrepreneurship

4.3. Course Specific Skills

Cognitive (Knowledge):

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- 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.

Procedural / Instrumental (*Know how*):

- 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).

Attitudinal (Be)

- Motivation to study and analysis of trends in strategic management and business policy.

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5. COURSE CONTENT (COURSE TOPICS)

UNIT I: STRATEGIC MANAGEMENT FOUNDATIONS

TOPIC 1: *CONCEPT & NATURE of STRATEGIC MANAGEMENT*

1. Introduction & objectives
2. *Strategy*: impact on success
3. Developing *business strategy*
4. Role of *competition* & the quest for the *competitive edge*
5. The strategic process
6. Role of analysis in strategy formulation
7. A framework for the analysis of a company's strategy. The strategic fit.
8. Distinction between corporate and business strategy.

UNIT II: SECTOR AND COMPETITION ANALYSIS

TOPIC 2: *A FRAMEWORK FOR STRATEGY ANALYSIS*

1. Introduction & objectives
2. From analysis of the environment to sectorial analysis
3. Sectorial profitability determinants: competition & demand
4. Assessing competition within a sector; Porter's model: "5 competitive forces"
5. Applying sectorial analysis
6. Problems: defining the sector
7. The competition: dynamic aspects

TOPIC 3: *INTERNAL SECTORIAL ANALYSIS: SEGMENTATION, STRATEGIC GROUPS & COMPETITOR ANALYSIS*

1. Introduction & objectives
2. Segmentation analysis
3. Strategic groups
4. Competitor analysis

TOPIC 4: *ANALYZING RESOURCES & CAPACITY*

1. Introduction & objectives
2. Role of resources & capacity in strategy formulation
3. Company resources: tangible, intangible & human
4. Organizational abilities

TOPIC 5: *NATURE & ROOTS OF COMPETITIVE ADVANTAGE*

1. Introduction & objectives
2. Gaining a competitive edge (competitive advantage)
3. Keeping a competitive edge
4. Competitive advantage in different market types
5. Types of competitive advantage

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UNIT III.- ANALYZING COMPETITIVE STRATEGIES

TOPIC 6: *COST ADVANTAGE*

1. Introduction & objectives
2. Roots of competitive cost advantage
3. Using the value chain in cost analysis
4. New cost reduction techniques
5. Traditional factors in cost analysis

TOPIC 7: *DIFFERENTIATION ADVANTAGE*

1. Introduction & objectives
2. Nature of differentiation
3. Differentiation analysis from the perspective of *demand*
4. Differentiation analysis from the perspective of *supply*
5. The value chain



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6. METHODOLOGY AND RESOURCES

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 documentaries related to the subject.

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.

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7. ASSESSMENT

Students will be assessed¹ based on the following:

1) Theory (EB, enseñanzas básicas) and specific and instrumental competencies acquired will be assessed through an exam corresponding to 60% of the final grade (40% multiple choice, 20% 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).

2) 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. In any case, the grade obtained by the student through practice (EPDs) will be saved for the following two official calls in each course. The student who does not attend practice (EPDs) or does not complete the activities assigned will be assessed based on the theory (maximum 60%) and will not be able to recover the 40% practice-based part of the grade by any mean.

In any case, the grade obtained by the student in the practice (EPD) will be saved for two consecutive official calls. Those students who either have not followed the continuous evaluation process, or have failed the subject, will be allowed to choose being graded fully based on an extraordinary exam in the July call, in which all the competences, knowledge and skills required will be evaluated.

Student mobility:

Those UPO students who are not able to attend seminars due to being abroad under official mobility programs (Socrates-Erasmus, Séneca, Atlanticus...) will have an additional exam, or work that will be clearly defined, in order to obtain the 40% of the grade corresponding to the continuous evaluation. Students in this situation must inform the responsible lecturers before the 30th of November. Any failure to inform the teacher in the given date can only be waived if it comes supported by the Academic Coordinator of the student's mobility contract.

¹ Article 18.2 and 18.3 of "NORMATIVA DE EVALUACIÓN DE LOS ESTUDIANTES DE GRADO DE LA UNIVERSIDAD PABLO DE OLAVIDE", approved by the University Board dated May 27th 2014 (available at <https://upo.gob.es/opencms/AlfrescoFileTransferServlet?action=download&ref=29c3de26-80d5-43c0-a3b8-682187fe36f8>):

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8. BIBLIOGRAPHY

1. Grant, Robert M. (2014): Dirección Estratégica: Conceptos, técnicas y aplicaciones. Octava edición. Ed. Civitas, Madrid.
2. Johnson Gerry y Scholes Kevan (2000): 5ª edición: Dirección Estratégica. Prentice-Hall.
3. Navas López, José E. y Guerras Martín, Luis A. (2006): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones. 4ª edición. Thompson-Civitas.
4. Navas López, José E. y Guerras Martín, Luis A. (2000): Casos de Dirección Estratégica de la Empresa; 2ª Edición. Civitas.