



UNIVERSIDAD COMPLUTENSE DE MADRID
UNIVERSIDADES NORTEAMERICANAS REUNIDAS

SUBJECT		
SUBJECT TITLE:	Strategic Management	
QUARTER AND ACADEMIC YEAR:	2024-2025	
SCHEDULE:		
PREREQUISITES:	None	
COMPETENCES- OBJECTIVES (BRIEF DESCRIPTION):		
<p>This core course deals with the craft of strategy; that is, how to identify and choose a superior competitive position, how to analyze a strategic situation, and how to create the organizational context to make the chosen strategy work. Finally, the challenge of Sustainable Development is explored.</p> <p>Learning Goals and competencies:</p> <ol style="list-style-type: none">1. To acquire the main concepts, theories, and applications -Fundamentals of Strategic Management-, understanding their inherent complexities and contradictions.2. To analyze real business cases situations of leading international companies around the world.3. To evaluate and make business decisions considering the interdependent relationships among competitive and environmental conditions, organizational resources and the major functional areas of business.4. To develop critical thinking and the complex decision-making managerial process.5. To develop communication and leadership skills, through individual and group oral presentations and debate.6. To work in teams and manage diversity: working in groups with members with different profiles, as well as active participation and discussion of controversial topics and business circumstances.7. To develop sustainable development awareness, through the active discussion in an international environment inside the class of heterogeneous issues addresses by the strategic management, such as different economic, social, political and technological issues, as well as the unit nine devoted to current big challenges of strategic management on climate change and social inclusiveness. <p>Learning Outcomes:</p> <p>Upon successful completion of this highly interactive eight-week course, students will be able to:</p> <ol style="list-style-type: none">1. To understand the complexity of Strategic Management decisions, as well as to understand the main corporate objectives, vision, mission, and values of the		

firm
2. To sensibillize that the Firm depends on external environment and particularly on structural features of the industry. Also to provide different frameworks to analyze an organization's external opportunities and threats and understand how the industry structure influences competition and profitability.
3.-To provide tools for internal analysis to identify strengths and weaknesses, resources and capabilities that could confer sustainable competitive advantage.
4. To provide tools to formulate competitive (cost and differentiation) and corporate strategies (expansion and diversification)
5. To discern patterns of globalization and Internationalization and to formulate international strategies for exploiting overseas opportunities
6. To understand one of the main challenges of strategy management: Sustainable Development
7. Jointly with previous knowledge learning objectives; to know real business cases and complex business situations
8. To develop certain competences: oral exposition; work under pressure; work in teams; critical thinking, etc.

TEACHER	
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TUTORING HOURS:	By appointment

COURSE SCHEDULE, TOPICS, LECTURES AND TASKS ASSIGNED
<p>CONTENTS AND TOPICS</p>
<p>Unit 1. About strategic management</p> <p>Learning goals</p> <p>1.1. Strategic decisions</p> <p>1.2. The process of strategic management and its responsibility</p> <p>1.3. Strategic management as a field of study</p>
<p>PART I - STRATEGIC ANALYSIS</p>
<p>Unit 2. Corporate objectives and values</p> <p>Learning goals</p> <p>2.1. Mission, vision and strategic objectives</p> <p>2.2. Value creation and stakeholders</p> <p>2.3. Corporate governance</p> <p>2.4. Corporate values</p>
<p>Unit 3. Environmental analysis</p> <p>Learning goals</p> <p>3.1. The business environment</p> <p>3.2. Analysis of the general environment</p> <p>3.3. Analysis of the competitive environment</p> <p>3.4. Importance of environmental analysis for firm competitiveness</p>
<p>Unit 4. Internal analysis</p> <p>Learning goals</p> <p>4.1. A firm's Internal diagnosis</p> <p>4.2. The value chain</p> <p>4.3. Analysis of resources and capabilities</p> <p>4.4. SWOT analysis</p>

PART II - STRATEGIC FORMULATION

Unit 5. Competitive advantages and strategies

Learning goals

- 5.1. Competitive advantage and strategy
- 5.2. Cost leadership advantage
- 5.3. Differentiation advantage
- 5.4. Extending Porter's competitive strategies: the "strategy clock"
- 5.5. Strategies based on an industry's maturity state

Unit 6. The directions for strategic development

Learning goals

- 6.1. The scope of the firm and its strategic development
- 6.2. Expansion strategy
- 6.3. Firm diversification
- 6.4. Vertical integration
- 6.5. Restructuring the business portfolio

Unit 7. Methods of development

Learning goals

- 7.1. Internal versus external development
- 7.2. Mergers and acquisitions
- 7.3. Strategic alliances: cooperation between firms

Unit 8. Internationalisation strategy

Learning goals

- 8.1. The multinational firm
- 8.2. Global competition: determinant factors and strategies
- 8.3. Entry strategies for international markets
- 8.4. Managing a multinational firm

PART III - FUTURE DIRECTIONS: STRATEGIC MANAGEMENT AND SUSTAINABLE DEVELOPMENT

Unit 9. Future Directions in Strategic Management

Learning goals

- 9.1. The big challenge of Sustainable Development
- 9.2. Strategic Management and the Natural Environment
- 9.3. Strategic Management and the Base of the Pyramid
- 9.4. Towards a new Sustainable Capitalism

SCHEDULE

WEEK	CONTENT	PARTICIPATORY THEORY	CASES/NEWS
Week 1	Introducción	Theory and short cases and news	
Week 2	Unit 1	Theory & short cases and news	
	Unit 2	Theory & short cases and news	
Week 3	Unit 2	Theory & short cases and news	
			Case 1
Week 4	Unit 3	Theory & short cases and news	
	Unit 3	Theory & short cases and news	
Week 5			Case 2
	Unit 4	Theory & short cases and news	
Week 6	Unit 4	Theory & short cases and news	
			Case 3
Week 7	Unit 5	Theory & short cases and news	
	Unit 5	Theory & short cases and news	
Week 8	Unit 6	Theory & short cases and news	
	Unit 6	Theory & short cases and news	
Week 9			Case 4
	Unit 6	Theory & short cases and news	
Week 10	Unit 7	Theory & short cases and news	
			Case 5

Week 11	Unit 7	Theory & short cases and news	
	Unit 8	Theory & short cases and news	
Week 12			Case 6
	Unit 8	Theory & short cases and news	
Week 13	Unit 9	Theory & short cases and news	
	Unit 9 & FINAL CLASS	Theory & short cases and news	

TEACHING METHODOLOGY

A mixed methodology of teaching and learning will be used in all educational activities with the aim of encouraging students to develop an active collaborative and cooperative attitude in the pursuit of knowledge and competencies. About 50% of class time will be devoted to discussing -both individually and in groups- international business cases and situations of leading organizations.

SUBJECT OBJECTIVES

This course focuses on how executive management and the firm develop and implement business and corporate level strategies. Through understanding the organization's strength and weakness, analyzing competitive landscapes and focusing on dynamic market environments, we examine the critical role of executive leadership to create the culture, implement formulated strategies across various functional areas towards building a world class entity.

Core topics for discussions and explorations:

- What is Strategy and Strategic Management Process
- The Business Vision and Mission
- External and Internal Strategic Analysis
- Business and Corporate Level Strategy
- International Strategy
- Management and Leadership
- Strategic Management and Leadership in Rapidly Changing Environment

EVALUATION AND QUALIFICATION CRITERIA

PARTIAL EXAM: 15 %

FINAL EXAM Theory and business case: 40 %

WORK PRESENTATIONS in Group business case: 25 %

OTHERS Individual Illustrations: 10 %

ACTIVE CLASS PARTICIPATION: 10 %

ATTENDANCE: It is mandatory. From the second absence without justification, a point will be lowered in the Spanish grading system (for example, an 8 will drop to a 7). Likewise, lateness will also be penalized, more than 15 minutes late will be equivalent to an absence. Excused absences are considered those documented by the appropriate physician or program director.

ACADEMIC INTEGRITY: Plagiarism, the use of materials not permitted in exams and tests, copying answers from another classmate, falsification or misappropriation of information for assignments, submission of the same assignment or sections of it in more than one course, helping a student who is cheating, etc. The penalty will be left to the discretion of the subject professor and the student's Program Director, in accordance with their campus policies and procedures.

GUIDE AND INDICATIONS FOR WRITTEN WORK

Rubric for business case resolution: What is expected

ITEM	LEVEL 1 (FAIL: 0-4)	LEVEL 2 (PASS: 5-6)	LEVEL 3 (REMARKABLE 7-8)	LEVEL 4 (OUTSTANDING 9-10)
Content (plagiarism eliminates the evaluation process) (50%)	<ul style="list-style-type: none"> - Content is not supported by theory or class chapter. - Assertions are made without justification. 	<ul style="list-style-type: none"> - The content has some relation to the theory. - The justification of the statements can be improved.. 	<ul style="list-style-type: none"> - Content is supported by classroom theory. - Assertions are justified. 	<ul style="list-style-type: none"> - The content and its structure is supported by the theoretical framework of the class. - The assertions are very well justified.
Implications for practice (20%)	<ul style="list-style-type: none"> - The question raised about the reality of the situation is not answered. 	<ul style="list-style-type: none"> - The implications are confusing, inconsistent or irrelevant. 	<ul style="list-style-type: none"> - The implications are merely descriptive. 	<ul style="list-style-type: none"> - The implications are adequate, coherent, and represent a contribution of knowledge.
Exposition(20%)	<ul style="list-style-type: none"> - Reads the content of a paper without regard to the audience. 	<ul style="list-style-type: none"> - Orderly speech, but lack of clarity in the expression of ideas. 	<ul style="list-style-type: none"> - Exposes ideas in a clear and orderly manner, with fluent communication of ideas. 	<ul style="list-style-type: none"> - Expose ideas in a clear and orderly manner, demonstrating the ability to synthesize.
Search for additional information (10%)	<ul style="list-style-type: none"> - No information sought 	<ul style="list-style-type: none"> - Some research has been done and some information on the reality has been sought, but very limited. 	<ul style="list-style-type: none"> - Correct but secondary information is included. 	<ul style="list-style-type: none"> - The subject has been thoroughly researched and investigated on primary sources.

MANDATORY BIBLIOGRAPHY AND OTHER RESOURCES

MANDATORY BIBLIOGRAPHY:

GRANT, R.M.; JORDAN, J. (2015): "Foundations of Strategy", Wiley & Sons, Nueva York, 2nd Ed

NAVAS LÓPEZ, J.E.; GUERRAS MARTÍN, L.A. (2018): "Fundamentals of Strategic Management", Second Edition, Thomson Reuters Civitas, Madrid. |

COMPLEMENTARY BIBLIOGRAPHY:

BARNEY, J.B. (2011): "Gaining and Sustaining Competitive Advantage", Addison-Wesley, Reading, 4th edition.

COLLIS, D.J. (2014): "International strategy: context, concepts and implications", John Wiley and Sons, West Sussex.

DESS, G.G.; LUMPKIN, G.T.; EISNER, A.B. (2011): "Administración estratégica. Textos y casos", McGraw-Hill, México, 5ª edición.

GUERRAS MARTÍN, L.A.; NAVAS LÓPEZ, J.E. (2015): "La Dirección Estratégica de la Empresa. Teoría y Aplicaciones", Thomson-Civitas, Madrid, 5ª edición.

HILL, C.W.L.; JONES G.R. (2009): "Strategic management theory: an integrated approach", South Western College, 9th edition.

HITT, M.A.; IRELAND, R.D.; HOSKISSON, R.E. (2014) "Strategic management: competitiveness and globalization. Concepts and cases". Cengage Learning, Stanford

JOHNSON, G; SCHOLLES, K.; WHITTINGTON, R. (2010): "Fundamentos de Dirección Estratégica", Pearson Educación, Madrid.

PORTER, M. (1980): "Competitive strategy: techniques for analyzing industries and competitors ", The Free Press, New York.

PORTER, M. (1985): "Competitive advantage: creating and sustaining superior performance ", The Free Press, London

OTHER RESOURCES (useful webpages):

- www.guerrasynavas.com
- www.foundationsofstrategy.com
- www.contemporarystrategyanalysis.com