

BUSINESS&MARKETING SCHOOL



## Academic Guide

### *Strategic Management*

*4th year*

### *Degree in Marketing and Sales Management (TSDMC)*

**Academic Year 2014 /2015**

<b>Campus:</b>	Pozuelo (Madrid)
<b>Professors:</b>	Segundo Huarte (Coordinator) Eva Beltrán José Manuel Mas Carlos Pérez Rivero Antonio Martín
<b>Academic Period:</b>	1st Semester
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<b>Type:</b>	MANDATORY
<b>Language</b>	English
<b>Credits ECTS:</b>	6
<b>Classes per week:</b>	4

Department of

***BUSINESS MANAGEMENT***

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## **INDEX**

1. FACULTY/PROFESSOR'S CONTACT: .....	3
2. GENERAL DESCRIPTION OF THE SUBJECT & COURSE CONTENT .....	3
3. STATEMENT OF COURSE GOALS & LIST OF STUDENT LEARNING OUTCOMES: .....	3
4. COMPETENCES: (6) .....	4
5. TRAINING .....	5
5.1 STUDY PLAN:.....	5
5.2 TEACHING METHODOLOGY: .....	7
6. GRADING PROCEDURES:.....	7
6.1 WRITTEN TESTS: .....	9
6.2 COMPULSORY COURSE WORK: .....	10
6.3 ACTIVE PARTICIPATION:.....	10
6.4 FINAL EXAM: .....	10

### **STRATEGIC MANAGEMENT**

7.	COURSE PROGRAMME:.....	11
7.1	COURSE OUTLINE: .....	11
7.2	COURSE CONTENT:.....	11
8.	RELATIONSHIP BETWEEN THE SKILLS, COURSE CONTENT AND GRADING PROCEDURES (10).....	15
9.	RECOMMEND READING LIST:.....	17
9.1	SUPPORT MATERIAL: BASIC BIBLIOGRAPHY: .....	17
9.2	SUPPLEMENTARY BIBLIOGRAPHY: .....	17
9.3	BIBLIOWEB:.....	18

## **1. Faculty/Professor's Contact:**

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## **2. General Description of the Subject & Course Content**

The course aims to provide students an overview of the strategy, as the main management tool of a company and, above all, teach them to think and act from a strategic standpoint.

In this way, you will need to review the concepts already acquired related to Business and Planning, all from a free market perspective in which the companies act as economic organizations, moving forward a Strategic Management model.

## **3. Statement of Course Goals & List of Student Learning Outcomes:**

Achieve a complete understanding of strategic thinking, as a whole, understanding the strategy as an appropriate mix of business factors.

The student will acquire theoretical and practical knowledge related with:

- Strategic Management model.
- The strengths and weaknesses of a company as well as the opportunities and threats in the environment.
- The process for Strategic Approaches and carry them out, in all its phases: Company Mission & Vision, Business Analysis / Diagnosis, Strategy Formulation, Implementation and Control.

#### **4. Competences: (6)**

**Basic and transversal competences: B.C.**

**CT01-** Capacity for analysis and synthesis

**CT02-** Capacity for organization and planning

**CT06-** Ability to analyze, search and discriminate information from different sources.

**CT08-** Ability to solve problems

**CT09-** Ability to make decisions

**CT10-** Ability to apply to the analysis of the problems, professional criteria based on technical management instruments

**CT11-** Quality orientation and rigor at work

**CT12-** Creativity, proactivity and entrepreneurship

**CT14-** Team work as part of an interdisciplinary group

**CT19-** Ethical commitment at work

**CT22-** Adapt to new situations.

**CT24-** Leadership.

**CT27-** Sensitivity to environmental and social issues.

**CT28-** Apply knowledge to the practice

**CT30-** Projects design and management

**Specific and professional competences: S.C**

**CE04-** Ability to issue advisory reports on specific situations of companies and markets

**CE05-** Ability to issue projects focus on global management or functional areas of the company related with marketing and market research.

**CE19-** Ability to apply theoretical, methodological and technical (marketing and market research) knowledge as a whole, acquired through training, working as a team and developing the skills of a professional of marketing and market research.

**CE20-** Ability to present and defend an entire project that integrates marketing activities or a Marketing Plan.

**5. Training**

Class hours	Outside class hours
60 hrs	120 hrs

**5.1 Study Plan:**

**AFE1- Preparation of theoretical content.** Lecture exposition of the different topics covered by the subject and its application to the business world, using real examples and descriptive schemes, which require 60% of the class hours.

Hours		Classroom
Total: 96hrs	Class hrs: 36	100
	Outside class hrs: 60	

**AFE2 – Individual projects.** This activity involves the preparation of a brief report on a proposed topic by the teacher covering aspects addressed by the treated subject. An oral presentation by students of the work performed may be a complementary activity.

## **Bachelor's Degree in Marketing and Sales Management**

### **4th Year / 1st Semester**

<b>Hours</b>		<b>Classroom</b>
<b>Total: 12 hrs</b>	<b>Class hrs: 3</b>	<b>50</b>
	<b>Outside class hrs: 9</b>	

**AFE3- Group Work.** Students will do along the course a business case and they will answer questions about the Company Strategy.

<b>Hours</b>		<b>Classroom</b>
<b>Total: 28 hrs</b>	<b>Class hrs: 7</b>	<b>50</b>
	<b>Outside class hrs: 21</b>	

**AFE4- Debate and constructive criticism** the debate and constructive criticism will be held on current issues relating to the topic of the course. The subject will be proposed by the teacher, who will moderate the debate, encouraging student participation and promoting the appearance of different perspectives and points of view, guiding all the students towards participation and respectful criticism of different opinions, basing the facts in the concepts learned

<b>Hours</b>		<b>Classroom</b>
<b>Total: 26 hrs</b>	<b>Class hrs: 14</b>	<b>100</b>
	<b>Outside class hrs: 12</b>	

**AFE5-Academic tutorials.** Students will meet individually and / or in a group periodically with the teacher to report the progress of the different homework projects and for getting feedback from the teacher, to guide them and resolve doubts about the conceptual contents of different topics.

<b>Hours</b>		<b>Classroom</b>
<b>Total: 18 hrs</b>	<b>Class hrs: 0</b>	<b>100</b>
	<b>Outside class hrs: 18</b>	

### **STRATEGIC MANAGEMENT**

Ed. 4

**5.2 Teaching Methodology:**

**MD1- Theoretical classes**

**MD2- Practical classes**

**MD3- Tutorials**

**6. Grading Procedures:**

The grading procedure for the degrees is based on a Continuous Evaluation system in which class attendance is obligatory. In order to pass the course you must attend a minimum of 70% of the classes.

**Evaluation system**

- SEE3: Theoretical tests: 60%
  - SEE2: Group Work: 30%
  - SEE1
  - SEE4
  - SEE5
- Active Participation: 10%

**Grading Procedure:**

**CONTINUOUS EVALUATION CRITERIA**

Evaluation Part	Total weight	Breakdown	TYPE	Grading Procedures	Observations
Witten tests	60%	60%	Theoretical tests (1 &2)	SEE3	2 test: Student pass Inclass tests with a minimum score of 5 points for

**STRATEGIC MANAGEMENT**



## ***Bachelor's Degree in Marketing and Sales Management***

### ***4th Year / 1st Semester***

					each test. Access to second test is subject to have passed the first test
Mandatory Course Work	30%	30%	Group Work	SEE2	Its realization is an out class work. The defense is in class
Active Participation	10%	10%	Individual work, Practical exercises, Participation	SEE1 SEE4 SEE 5	It may be realized in or out class
<b>Final Exam</b>	60%	60%	Final writing test for those student who don't pass written tests	SEE3	Continuous evaluation applies to ordinary an extraordinary call

- The student passes the written tests, and he/she won't have to do the final exam, if he/she achieves a rate equal or higher than 5 score, in each intermediate test.
- A student who does not pass the written tests by continuous evaluation, must take the final exam, which both the ordinary and the extraordinary call will have a rating of 60% of the final score. To this is added the 40% applied to the total score for the rest of continuous evaluation (Mandatory Course Work and Active Participation).

### ***STRATEGIC MANAGEMENT***

Ed. 4

- Students who have a lower attendance than 70% are not entitled to continuous evaluation. They will be rated on 60% of the final exam score, both the ordinary and the extraordinary call.
- To pass the written tests is essential to have delivered and approved the Mandatory Course Work and have obtained at intermediate Written Test a minimum rating of 5 out of 10 points for both the ordinary and the extraordinary call.
- All those repeaters in the subject, considered exempted from compulsory school attendance in the course, their evaluation will be by the Final Exam, with a total weight of 100% in the subject score.

All intermediate tests conducted throughout the semester will be discussed in class, leading to resolution of all doubts and clarifications. Referring to the Final Exam, for ordinary and extraordinary calls, to the date of delivery score, it will be fixed a date and time of formal review of that exam.

### **6.1 Written Tests:**

The 2 tests to be developed throughout the semester of the course will have the following format:

- It will develop into one of the teaching hours for the subject.
- They will consist of 10 questions to develop for one hour.

Each test was assessed on 10 points and the student must demonstrate in these tests that dominate the subject in each part to be examined. In these tests must be scored at least 80% of the questions.

Review of these tests shall be performed in class by correcting them, not counting individual review.

**6.2 Compulsory Course Work:**

The student, as part of a group, will make along the course a compulsory work consistent in solving a business case, answering to various questions raised about the strategy of a company. The case is the same for all groups.

Characteristics of group work are as follow:

- Group work project
- Each group has 3-4 members
- Recommended extension: 25 slides (.ppt)
- Evaluation: Presentation, consistency of responses, add value proposals

The group work will be presented to the students along the 6<sup>th</sup> – 7<sup>th</sup> week of the semester.

The work must be original. When fragments of others are used, these must be cited. Its use can't be indiscriminately. Plagiarism will result in a fail score for the subject.

**6.3 Active Participation:**

A proposal by the teacher, it shall be considered to do individual volunteer work, in the form in which it is determined, on topics related to the subject. These works will be requested along the semester so that they are evenly distributed throughout the course. Also, along the development of the subject, the active participation of students will be evaluated both in his attitude in the classroom and through short knowledge tests.

**6.4 Final Exam:**

Continuous evaluation will apply to both official calls for final exam: ordinary and extraordinary, so its weighting on the student's final score will be in both cases 60%.

The exception applies only to those students repeating the subject and exempt from mandatory attendance, in which case the final assessment exam will be 100%.

No exam will be held on a different date to the official date designed by the school.

Students could check their final exam during the official date decided for this purpose and it will be published next with the final grades

### **Final Exam Structure**

The final exam will have an structure of 10 questions to be developed by the student, in a maximum time of 1 hour.

The test will be evaluated on 10 points and the student must demonstrate mastery of the subject and have acquired the basic knowledge about the same.

In this Final Exam, the student must rate in 80% of questions at least.

As stated in the University Academic Guide, your final grade shall be automatically modified based on your attendance. This ranges from +1 to -1 depending on the number of absences,

## **7. Course Programme:**

### **7.1 Course Outline:**

**First part:** Strategic Management bases

**Second part:** Strategic Management and the process for conducting strategic approaches

**Third part:** trends and final thoughts

### **7.2 Course Content:**

**First part: Strategic Management bases**

**Chapter 1.- Review of Business Concepts**

- Enterprise
- Director
- Corporate Culture
- Strategy
- Chain value
- Environment
- Porter's five forces
- Creation of Value

**Chapter 2.-** Theory of resources and capabilities. The internal vision in a global and uncertain environment.

- Resources and Capabilities theory
- Basic concepts
- Competitive advantage characteristics
- Competitive advantage sources
- The business model as source of competitive advantage
- Strategic Management
- The strategist director

**Second part: Strategic management and the process for conducting strategic approaches**

**Chapter 3.- Process for conducting strategic approaches**

- Introduction
- Strategic Planning systems evolution
- Graphic descriptions of strategic processes
- Environment analysis and diagnostic
- Strategy and Strategy Formulation
- Evaluations and selections of strategies
- Practical advise

**STRATEGIC MANAGEMENT**

**Chapter 4.- Description of different strategic alternatives: corporate, competitive, operative**

- Introduction
- Most common types of Strategic alternatives
- Competitive strategies / business
- Corporate strategies
- Operative strategies

**Chapter 5.- Environment and Strategy. Strategies based on the sector conditions**

- Introduction: The sector and constraints
- Strategies for new sectors or emerging sectors
- Strategies for growing sectors
- Strategies for mature sectors
- Strategies for declining sectors
- Strategies for fragmented sectors

**Chapter 6.- The internationalization as strategy**

- Introduction
- Reasons for internationalization as business strategy: internal and external
- Internationalization strategies. Ways to entry in foreign markets
- Multinational companies: concept
- Multinational strategies in a global industry
- Multinational company management

**Chapter 7.-** The implementation of the strategy

- Introduction
- Different phases for strategy execution
- Planning
- Interaction between formulation and implementation
- Strategy implementation activities
- Identification and management of organizational change
- Practical advices

**Chapter 8.-** Strategy monitoring and controlling

- The corporate control system
- Management control: concept
- The dashboard
- Strategic audit
- The Balance Score Card
- Practical advices

**Third part: Trends and Final thoughts**

**Chapter 9.-** Trends and Final thoughts

- The strategic management in the context of Economic science
- Current trends
- Stand out characteristics in the current time
- Pillars to create value
- Final thoughts

**8. RELATIONSHIP BETWEEN THE SKILLS, COURSE CONTENT AND GRADING PROCEDURES (10)**

Competences	Course Schedule	Subjects	Evaluation	Weight
CT02	AFE1	T.1	SEE3	60%
CT08	AFE4	T.2		
CT09	AFE5	T.3		
CT11		T.4		
CT12		T.5		
CT19		T.6		
CT22		T.7		
CT24		T.8		
CT27		T.9		
CT30				
CT01	AFE3	T.3	SEE2	
CT02		T.4		
CT06		T.5		
CT10		T.6		
CT11		T.7		
CT14		T.8		
CT24				
CT28				
CT30				
CE04				
CE05				
CE19				
CE20				
CT06	AFE2	T.3	SEE1	10%

**STRATEGIC MANAGEMENT**



**Bachelor's Degree in Marketing and Sales Management**

**4th Year / 1st Semester**

CT11		T.4	SEE4	
CT12		T.5	SEE5	
CT22		T.6		
CT28		T.7		
CE04		T.8		
CE19				
	<b>TOTAL PONDERACIÓN EVALUACIÓN</b>			100%

## **9. Recommend Reading List:**

### **9.1 Support Material: Basic Bibliography:**

» **GRANT, ROBERT M.**

“Contemporary Strategy Analysis”. UK 2013  
Eight Edition. John Wiley and Sons Ltd.  
ISBN 9780470747094

**PORTER, MICHAEL**

“Competitive Strategy”  
The free Press  
ISBN 978-0684841489

### **9.2 Supplementary Bibliography:**

» **CHARAN, RAN; BOSSIDY, L**

“Execution. The Discipline of Getting Things Done” Crown Business. New York.  
2009  
ISBN 978-0-609-61057-2

**OSTERWALDER, ALEXANDER; PIGNEUR YVES**

“Business Model Generation”  
John Wiley & Sons, Inc  
ISBN 978-0-470-87641-1

**KAPLAN, ROBERT S; NORTON, DAVID**

“ The Balanced Score card”  
Harvard Business School Press  
ISBN 978-8-480-88504-1

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*Each book or document shall be described in the following way: Title, Auteur, year of Publication and Editorial, and where possible the ISBN number*

## **SUBJECT**

**HILL, CHARLES**

“International Business: Competing in the Global Marketplace

McGraw-Hill, Higher education (8 edition)

ISBN 978-0-071-22083-5

**HILL, CHARLES; JONES, GARETH**

“Strategic Management: An integrated Approach

Cengage Learning

ISBN 978-0-618-89469-7

**9.3 Biblioweb:**

[www.esic.edu/campus](http://www.esic.edu/campus)

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