

27521 - Strategic Planning

Información del Plan Docente

Academic Year	2017/18
Faculty / School	109 - Facultad de Economía y Empresa
Degree	449 - Degree in Finance and Accounting
ECTS	6.0
Year	3
Semester	First semester
Subject Type	Compulsory
Module	---

1.General information

1.1.Introduction

1.2.Recommendations to take this course

1.3.Context and importance of this course in the degree

1.4.Activities and key dates

2.Learning goals

2.1.Learning goals

2.2.Importance of learning goals

3.Aims of the course and competences

3.1.Aims of the course

3.2.Competences

4.Assessment (1st and 2nd call)

4.1.Assessment tasks (description of tasks, marking system and assessment criteria)

5.Methodology, learning tasks, syllabus and resources

5.1.Methodological overview

Program development and achieving the established learning objectives require continued work of the student throughout the course around the following activities:

- Assistance to class is recommended, and also an active participation in practical sessions

27521 - Strategic Planning

- Reading and study of bibliographical material indicated in each lesson.
- Constant and careful development of the exercises and possible individual case studies throughout the course could propose Professor
- Developing a task and / or group case in which analyze in detail the situation of a company or an industry chosen by consensus between the teacher and students

For making the most of classes, it is recommended that the student carry out a first reading of the bibliographic material of each chapter prior to the explanation in class of the item as well as a more careful reading after the explanation and also in the process of making exercises and tasks.

5.2.Learning tasks

The training activities that are to be developed are intended to stimulate and exercise to students in the field of strategic planning, in order to develop in students the skills described. To achieve this objective the following are proposed as basic teaching resources:

- In the theoretical lectures it will be made clear and systematic expositions of fundamental concepts of each topic. The student can prepare and study the contents before class, since it has the relevant literature. In classes these concepts will be discussed and the doubts that have been found will be resolved.
- The practical sessions will be dedicated to solve practical problems or cases in which an active student participation is required. He also proceeds to the exhibition by the students of some of the practical activities. .
- Students, integrated teams, will carry out a strategic analysis of a selected company. The work will allow students to use concepts and apply appropriate tool for assessment and strategic decisions of the company tools. Students must notify the teacher in charge, on the date indicated, the composition of the groups. Subsequently, the working groups in consensus with the teacher will select the company on which each group will have to develop the work. Throughout the course, presentations of some parts of the work will be practical sessions.

5.3.Syllabus

PART I. Fundamentals of Strategic Planning

Topic 1: Strategic decisions

- 1.1. Features decisions
- 1.2. Steps of decision making
- 1.3. Barriers to decision making
- 1.4. Product portfolio matrix

27521 - Strategic Planning

Topic 2: The evolution of Strategic Planning

- 2.1 Classic models of Strategic Planning
- 2.2. Characteristics of planning models
- 2.3. Strategic planning process
- 2.4. Definition and levels of strategy
- 2.5. Value creation and managing conflicts of interest

Topic 3: External Environment

- 3.1. The macro environmental factors
- 3.2. The competitive environment
- 3.3. Response to the influence of environment

Topic 4: The added value of the company

- 4.1. Corporate identity and strategic profile
- 4.2. Analysis of resources and capabilities
- 4.3. Competitive position
- 4.4. The value chain model

Topic 5: Strategies enterprise and business

- 5.1. Growth strategy in business
- 5.2. Vertical integration strategies
- 5.3. Internal and external growth of business
- 5.4. Cost leadership and differentiation strategies

27521 - Strategic Planning

PART 2. Fundamentals of Organization, Direction and Strategic Control

Topic 6: Organizational vision and strategy

6.1. How strategy shapes structure

6.2. Managing organizational change

Topic 7: Management with strategic vision

7.1. Leadership

7.2. Motivation

7.3. Team management

Topic 8: Control with strategic vision

8.1. Indicators and monitoring

5.4.Course planning and calendar

The timing of the sessions will be published on the website of the center. The presentation of papers and exposure of other activities will be communicated by the professor through appropriate means (in class and Moodle).

Activities Calendar:

Training and evaluation activities	Distribution	Credits
CLASSROOM ACTIVITIES		2,4
Theoretical classes	2-hour sessions per week	1,2
Practical classes	2-hour sessions per week	1,2
Other activities		3,6
Final exam	1 exam 4 hours	0,2
Personal work includes test preparation	86 hours	3,4

The calculations were performed considering 15 weeks

5.5. Bibliography and recommended resources

[BB: Bibliografía básica / BC: Bibliografía complementaria]

- [BB] Bateman, Thomas S.. Administración : un nuevo panorama competitivo / Thomas S. Bateman, Scott Snell / ; traducción, María Guadalupe Cevallos Almada . - 6a. ed. México [etc.] : McGraw-Hill, cop. 2005
- [BB] Navas López, José Emilio : Fundamentos de dirección estratégica de la empresa / José Emilio Navas López, Luis Ángel Guerras Martín . - 2ª ed. Cizur Menor (Navarra) : Aranzadi, 2016
- [BC] Casos de dirección estratégica de la empresa / Luis Ángel Guerras Martín, José Emilio Navas López (editores) ; autores, Álvarez Sescun, Emilio... [et al.] . 5ª ed. Cizur Menor (Navarra) : Thomson Cívitas, 2014
- [BC] Estrategia, estructura, decisión, identidad : política general de empresa / Strategor ; prólogo a la ed. española de Xavier Mendoza y Marcel Planellas ; [realización dirigida por Jean-Pierre Détrie] ; [traducción, Angie Larrosa Calvo] . - [1a. ed.] Barcelona [etc.] : Masson, D.L. 1995
- [BC] Fernández Sánchez, Esteban. Dirección estratégica de la empresa : fundamentos y puesta en práctica / Esteban Fernández Sánchez . - [1ª ed.] Madrid : Delta, cop. 2005
- [BC] Johnson, Gerry. Dirección estratégica / Gerry Johnson, Kevan Scholes , Richard Whittington . - 7ª ed., [reimp.] Madrid [etc.] : Prentice Hall, D.L. 2011
- [BC] Ventura Victoria, Juan. Análisis estratégico de la empresa / Juan Ventura Victoria . 1ª ed., 2ª reimpr. Madrid : Paraninfo, cop. 2009

Listado de URL

- Moodle2 de la plataforma de la Universidad de Zaragoza [<https://moodle2.unizar.es/add/course/view.php?id=10165>]