

Academic Year/course: 2021/22

28507 - Strategic management

Syllabus Information

Academic Year: 2021/22

Subject: 28507 - Strategic management

Faculty / School: 108 - Facultad de Ciencias Sociales y del Trabajo

Degree: 428 - Degree in Labour Relations and Human Resources

ECTS: 6.0

Year: 1

Semester: Second semester

Subject Type: Basic Education

Module:

1. General information

1.1. Aims of the course

This is a basic course of the Degree in Labor Relations and Human Resources, whose main purpose is to provide the student with skills that enable him/her to be aware of the complexity of the problems that organizations have to deal with and the need to design strategies to meet their objectives and to be able to be successfully implemented.

To achieve this purpose, this course is divided into four blocks:

- In the first, Fundamentals of Strategic Management, the term strategy is introduced, as well as the fundamental issues related to this concept.
- In the second one, it is explained how to carry out the Strategic Analysis to get information about the environment and the internal situation of the company.
- In the third one, Strategy Formulation, the strategies that an organization can opt for are studied in order to achieve their goals.
- The fourth block is dedicated to the Implementation and Control of the strategy, where reference is made to the variables that must be taken into account when implementing the strategy and the tools that allow control of the results obtained with the selected strategy.

These approaches and objectives are aligned with the following Sustainable Development Goals (SDGs) of the United Nations' Agenda 2030 (<https://www.un.org/sustainabledevelopment/es/>), so that the acquisition of the learning outcomes of the subject provides training and competence to contribute to some extent to their achievement:

- Goal 8: Decent work and economic growth.
- Goal 9: Industry, innovation and infrastructure.
- Goal 11: Sustainable cities and communities.
- Goal 12: Responsible production and consumption.
- Goal 17: Partnerships to achieve the goals.

1.2. Context and importance of this course in the degree

The subject Strategic Management is a basic subject of the Degree. From this perspective, it is a subject that provides the basis for the student to become aware of the importance of Strategic Management within the company and, specifically, everything related to the Strategic Management of Human Resources, which will later be developed in other subjects of the "Work Organization, Organisation and Management of Human Resources" module.

1.3. Recommendations to take this course

It is recommended that students taking this course have passed the Business Organization course, taught in the first semester of the first year.

To successfully complete this course, students must be constant in their work throughout the term. In order to prepare for the course, they must be involved in the preparation and discussion of the different cases that will be presented to them, for which it will be necessary to assimilate the different theoretical concepts explained in theory class. To achieve the objectives of the course, we recommend a regular attendance and active participation in the different working sessions.

2. Learning goals

2.1. Competences

By passing the course, the student will be more competent for...

- C1. Analysis and synthesis.
- C10. Critical reasoning.
- C14. Autonomous learning.
- C32. Advise to trade union and business organisations and their members.
- C37. Transmission and communication writing and orally, using appropriate terminology and techniques.
- C43. Leadership groups of people.
- C47. Participation in the elaboration and design of organizational strategies, developing the human resources strategy of the organization.

2.2. Learning goals

To pass this course, the student must demonstrate that he/she has achieved the following results...

- To understand the relevance of strategic management of the company's resources.
- To understand the fundamental role that the environment plays in the results of the organizations.
- To be able to develop the complete process of strategic management: strategic analysis, formulation, implementation and strategic control.

2.3. Importance of learning goals

The main contribution of the course Strategic Management is to offer the student a first approach to the strategic problems facing the company and to guide it in the most appropriate strategic options to overcome them, thus achieving the proposed objectives.

3. Assessment (1st and 2nd call)

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

The student must demonstrate that he/she has achieved the intended learning outcomes, through the evaluation activities detailed below.

The evaluation criteria applied in this course are:

- Understanding of the knowledge of the subject.
- Capacity for practical application.
- Ability to work in a team.
- Ability to organise and transmit ideas.
- Ability to express oneself orally and in writing.

The evaluation of the course Strategic Management is distributed between assignments (25%) and an exam (75%).

Two types of assessment are offered: continuous assessment and single assessment. At the beginning of the term, each student must choose the mode of assessment to follow, and it is not possible to change the mode at a later date.

CONTINUOUS ASSESSMENT

ASSIGNMENTS (25%):

The students must carry out several assignments, which contribute to reach the expected learning outcomes. The performance of these activities shall be compulsory.

In general, the activities are proposed to be carried out in group, although those persons who, for particular reasons or circumstances, request it, may make them individually.

These activities will use active methodologies: case studies, problem-based learning (PBL) and group analysis and reflection work. These activities are of two kinds:

** T2 activities: case studies and problems (15%):*

Throughout the course there will be different work sessions in which students will have to work in groups on these activities. On the other hand, there will be different evaluation sessions, in which students will have to:

- Hand in the resolution of the cases.
- Present the resolution orally.
- Participate in the discussion on the case.

Those students who cannot attend the evaluation sessions for justified reasons, must also send by email to the corresponding teacher both, the resolution of the case and the PowerPoint presentation, by email within the established deadline.

** T6 activities: analysis and reflection of news (10%):*

Students must make a work of analysis and reflection on different economic-business news, published after May 2021 and related to the contents of the course. Specifically, a brief summary of each of the news and a reflection or critical assessment

of the facts raised will be requested, highlighting the aspects related to the contents of the subject. The summary together with the reflection/critical evaluation of each of the news items should occupy, in total, at least one side of the sheet and a maximum of two sides (not including the news itself, which is separately referenced/attached).

The work will be carried out in groups.

At the end of the term, an evaluation session is held for this T6 activity, in which the students must:

- Have sent the work in advance by e-mail to the teacher in charge, fulfilling a series of content and form requirements previously reported in the ADD.
- Make an oral presentation of the work relying solely and exclusively on a computer presentation (PowerPoint, etc.).

EXAM (75%):

There will be an individual written exam on the date, time and place to be determined in the call for exams in June and September, published each year by the Centre. This exam will consist of two parts:

- One part will be an objective multiple-choice test, in which each question will have several answer options, only one of these being correct. Each question answered incorrectly will be penalised with (-0.15) points. The objective of this part is to evaluate the degree of assimilation of the key concepts of the subject. It represents 60% of the final mark of the exam.
- The other part will assess the student's ability to apply the theoretical concepts in practice. It represents 40% of the final mark of the exam.

It will be necessary to pass both parts separately (obtaining a minimum score of 5 out of 10 in each of the parts), with the aim of guaranteeing the minimum learning outcomes of the subject have been achieved.

Only in the case of passing the exam will it be possible to aggregate the scores obtained in the rest of assignments.

The marks obtained in these activities will be retained for subsequent examinations in the same academic year.

At the beginning of the course, more detailed information will be provided on the dates of work in the training activities and their evaluation. All information will be published in the ADD.

SINGLE ASSESSMENT

The single assessment mode consists of the following:

- The multiple-choice test referred to above (75% of the subject evaluation), under the same terms and conditions as explained above.
- An additional exam (25% of the evaluation of the subject), to be taken on the same day as the multiple-choice test, which includes a) resolution of case studies, b) resolution of exercise(s), c) analysis of current news. The activities proposed in this additional exam may be different from those of the continuous assessment modality, although in both cases the same competences are worked on and the same learning outcomes are required. The duration of the additional exam can be extended up to 4 hours.

Those who opt for the single assessment mode are kindly requested to inform the teacher responsible for the subject by e-mail (the teacher will send confirmation of the correct receipt of this request, also by e-mail), at least 20 days before the date of the exam, in order to be able to request an extension of the exam timetable and reservation of the classroom.

4. Methodology, learning tasks, syllabus and resources

4.1. Methodological overview

The development of the course is structured around two axes: lectures and sessions in which we will use active learning methodologies.

LECTURES:

It consists of a presentation of the contents of the subject by the professor, who will present facts, events, experiences, principles and/or theories about the subjects of the course. In them, the students will have the opportunity to raise questions and participate in discussions that may arise.

ACTIVE METHODOLOGIES:

Basically, we will use the case study and the PBL (problem-based learning) methodology:

- *Case study:* the students will work in groups in order to solve different cases in which real-life experiences and situations will be presented. They will construct their own learning in a context that brings them closer to their professional future.
- *Problem-based learning:* Students will address problems under the supervision of the teacher in order to acquire knowledge, skills, analytical and evaluative skills.

4.2. Learning tasks

The course includes 6 ECTS, which means 150 hours of work for the student.

These 150 hours are organized according to:

Work in the classroom (70 hours):
? Lectures (T1): 30 hours.
? Practice sessions (T2): 30 hours.
? Other practical activities (T6): 5 hours.
? Assessment: 5 hours.

Homework (80 hours):
? Autonomous work: 50 hours.
? Group work (15 hours for T2 and 15 hours for T6): 30 hours.

4.3. Syllabus

The course will address the following topics:

PART I. BASIS OF STRATEGIC MANAGEMENT

1. Concept and method of Strategic Management

PART II. STRATEGIC ANALYSIS

2. The environment
3. Internal analysis
4. The strategic assessment

PART III. FORMULATION OF THE STRATEGY

5. Competitive strategies
6. Corporate strategies

PART IV. IMPLEMENTATION AND CONTROL OF THE STRATEGY

7. Implementation of the strategy
8. Strategic control

4.4. Course planning and calendar

For further details concerning the timetable, classroom and further information regarding this course please refer to the Faculty of Social Sciences and Work, website (<https://sociales.unizar.es/>).

At the beginning of the course, the professor informs the students of the key dates for the different assignments to be carried out, the delivery dates, etc. All this information is made available to students through the ADD.

At the time this guide is proposed, it is foreseen that the teaching of the 2021-22 academic year will be developed in a face-to-face way. However, the organisation and development of teaching is at all times subject to instructions from the health and academic authorities, as well as to the planning of the spaces carried out by the Faculty.

If the capacity of the classroom foreseen is not sufficient to accommodate all the students enrolled, according to the instructions of the health and academic authorities, the Faculty will try to facilitate the use of classrooms with the option of synchronous transmission (by videoconference) for the rest of the students enrolled in the course. If this is not possible, or in the event of any other circumstance incompatible with face-to-face teaching or semi-attendance, teaching will be given on-line. In this new possible scenario, any change that should be done in the teaching activity will be incorporated into the guide, through the corresponding addendum.