

60809 - Strategic management

Syllabus Information

Academic year: 2023/24

Subject: 60809 - Strategic management

Faculty / School: 110 - Escuela de Ingeniería y Arquitectura

Degree: 532 - Master's in Industrial Engineering

ECTS: 4.5

Year: 1

Semester: First semester o Second semester

Subject type: Compulsory

Module:

1. General information

This is a fundamental subject so that the students can work in tasks such as management in organizations, project management or entrepreneurship in the future, providing them with a global business vision and the ability to make strategic decisions. In addition, it provides essential knowledge for a possible further specialization in management, as well as a strategic vision necessary for the development of activities related to any specialty of industrial engineering.

These approaches and objectives are aligned with the Sustainable Development Goals (SDGs) of the United Nations Agenda 2030 (<https://www.un.org/sustainabledevelopment/es/>) and certain specific targets, so that the acquisition of the learning results of the subject provides training and competence to the student to contribute to some extent to the achievement of Objectives 8.2 and 8.3, of Goal 8.

2. Learning results

- To identify and properly manage some indicators that approximate the creation of value in the company and the role that strategy plays in this process.
- To conduct a diagnosis of the internal reality of the company, detecting both its weak and strong points and identifying those resources and capabilities that can be a source of sustainable competitive advantage.
- To explain what the basic generic strategies consist of, identify their sources, and describe how they produce value generation when executed.
- To identify the main business growth strategies, understand their main characteristics, and be able to formulate a corporate strategy that takes into account the specific circumstances of the company.
- To understand the social reality of the company: identify the main interest groups, the motivations that drive them, and how they influence business decisions.
- To use knowledge of systems of information to the management, cost analysis systems, industrial organization, production systems and logistics as well as quality management systems in the formulation and implementation of strategies
- To understand the main characteristics of the different designs and forms of organization in the company.

3. Syllabus

The content of the subject is structured in three parts or thematic blocks, plus an introductory one, divided into eight thematic units. The synthetic program is as follows:

INTRODUCTION:

Topic 1. The nature of strategic management

PART I. STRATEGIC ANALYSIS:

Topic 2. Mission, objectives and values

Topic 3. Environment analysis

Topic 4. Internal analysis

PART II. FORMULATION OF STRATEGIES:

Topic 5. Competitive strategies.

Topic 6. Growth and development strategies.

Topic 7. The internationalization strategy.

PART III. IMPLEMENTATION OF STRATEGIES

Topic 8. Evaluation and implementation of strategies.

4. Academic activities

Type I Activity: Master classes. (Approximately 34 hours).

Type II Activity: Practical classes. (Approximately 11 hours).

Type VI Activity: Supervised group practical work. (Approximately 21 hours) (Mandatory in ordinary assessment).

Activity Type VI: Individual practical activities (Approximately 12 hours of autonomous work) (For the ordinary assessment)

Activity type VII: Effective personal study (Approximately 33 hours of independent work) [Approximately 65 hours of independent work, if opting for the final global assessment]

Activity type VIII: Final assessment test / exam (Approximately 1.5 hours, Ordinary evaluation) [3 hours for the final global evaluation]

Tutorials

5. Assessment system

Global assessment

1.- A comprehensive final exam. Around 25% of the exam's value will be multiple choice questions and the remaining 75% of its value will be case analysis, text commentary, problem solving.

In order to pass the subject, a score of 5 out of 10 will be required on the written test.

Ordinary assessment

1.- Preparation and subsequent presentation of a supervised group project. This work will represent 40% of the final grade in ordinary assessment.

2.- Completion of practical tasks, completion of deliverable exercises or case analysis. These practical activities will represent 10% of the final grade in ordinary assessment.

3.- A final test, which will be a reduced version of the global test and will represent 50% of the final grade in ordinary assessment. In order for it to average with the rest of the evaluation activities, at least 1.75 out of 5 points must be obtained.

In order to pass the subject through ordinary assessment, the student must achieve a grade of at least 5 out of 10 in the three evaluation activities considered as a whole.

Additional voluntary assessment activities: the teaching staff may propose to the students the completion of additional practical activities and deliverables on a voluntary basis. It will account for a maximum of one point on the final grade.