

COURSE GENERAL OVERVIEW

Course details	
Title	Strategic Planning
Programme	MBA
Year	1
Timing	1 / 2
ECTS	3 ECTS
Core/elective	Core
Department	Management
Area	Business Strategy and Organisation

COURSE DESCRIPTION

Instructors	
Lecturer:	
Name	Dr. AMPARO MERINO-DE-DIEGO (Ms)
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Context of the course

The course in the professional context

The Strategic Planning course aims at helping students develop the ability to work within complex and dynamic organisational environments; it offers them a chance to explore and understand the key issues of business management, and more concretely of strategic management.

The Strategic Planning course represents the first step of the Strategic Management tuition area; therefore, within the MBA curriculum, this course is followed by the “Strategy in Action” and the “Consulting” courses which are also core courses of the MBA degree.

The Strategic Planning course is also strongly related to all the elective courses of the Management track of the MBA curriculum.

Pre-requisites

None

SKILLS

Skills and abilities to be developed

Generic skills

CG 1. Analysis and synthesis cognitive abilities applied to the business management world

CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations

CG 3. Business problem solving and decision making, both at the strategic and operational levels

CG 4. Application of theoretical issues into the real business world in a way that new business opportunities can be discovered and sustainable competitive advantage can be built

CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership

CG 6. Ethical commitment to the moral values and to the corporate social responsibility

CG 8. Critical thinking and debating skills

CG 9. Autonomous learning skills

Course specific skills

CE 1. Understand and use the appropriate tools to diagnose and improve the company’s competitive position; design a strategic plan:

Student’s expected learning outcomes:

RA1CE1. the student acknowledges the limitations of the strategic planning tools, and therefore creates situations in which they can be applied in an optimal way

RA2CE1. the student uses the strategic planning tools so that he/she is able to make efficient strategic decisions

RA3CE1. the student knows how and why the business environment and the company’s resources can be drivers as well as brakes to an efficient strategic planning, decision making and control work

COURSE CONTENTS

Contents
PART 1: The context of Strategic Planning
Topic 1: Business models and the strategic purpose
PART 2: Strategic Planning tools
Topic 2: External analysis
Topic 3: Internal analysis
PART 1: Basics of Strategic work
Topic 4: What is strategy? Approaches to strategic work

TEACHING METHODOLOGIES

Course teaching activities	
Teaching and learning in the classroom	Skills to be developed
<p>Lectures. Instructors will promote debate during theoretical lectures. Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.</p>	All skills specified above
<p>Study case/case analysis Students will work individually on case analysis. They will work in group on a semester-long study case based on a real quoted company. These activities will allow students use and apply all tools and theories into real business cases and situations. Students must come to the group work sessions with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the group work sessions.</p>	All skills specified above
<p>Presentations. Each group of students will be compelled to present at the end of the semester the study case they have been working on all along the semester. They will present it to the rest of the class as well as to the course instructors. Attendance and participation are essential requirements for the effectiveness of the presentation sessions.</p>	CG 5., CG 8.
Teaching and learning outside the classroom	Skills to be developed

<p>Group work outside the class: study case Students will work on the study of the strategic planning of a real quoted company. This activity will allow students use and apply all tools and theories into real business cases and situations. Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work</p>	All skills specified above
<p>Individual study and reading. Each student will need to organise their time outside the class in order to do all the pre-readings of each session, and in order to profoundly study the subject: they will have to understand, elaborate, retain and assess all concepts, theories and tools presented and worked in class. The course instructors will recommend some complementary reading.</p>	CG 1, CG 2, CG 3, CG 4, CG 8, CG 9, CE01.
<p>Tutorials. Students will have a chance to meet with the course instructor individually and outside the class if required. These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.</p>	All skills specified above
<p>Collaborative learning As students will have to work in groups, each of them will have a chance to develop interpersonal working skills while collaborating with their group mates.</p>	CG 5, CG 6.

SUMMARY OF STUDENT'S WORKING HOURS		
CONTACT HOURS		
Lectures	Group work sessions	Oral presentations
15	10	5
WORKING HOURS OUTSIDE THE CLASSROOM		
Essays and research works, individual or collective	Collaborative learning (working in groups)	Individual study
20		10
Total: 3 ECTS:		75 working hours

COURSE EVALUATION AND ASSESSMENT CRITERIA

Students **must pass each and every assessment activity** shown in the table below.

Assignments must be delivered **in the time and date specified by the course instructor**, otherwise students will get a grade of "0" in the missed assignment.

Course final grade weights:

Activities to be assessed	Evaluation criteria	Weight
Individual exams	1 multiple choice test	10%
	1 final case analysis to work individually	30%
Study case in group: analysis of a real quoted company strategic planning	Follow-up of the different pieces of work delivered, at least one per topic	30%
	Presentation of the main results and conclusions of the study case (strategic planning of a real quoted company)	10%
Class participation and attendance	Questions, arguments, examples brought into class sessions	20%

Re-sits.

In case of failure, students can re-sit each failed activity. The final grade weighting will be applied again.

Students with an attendance waiver.

Absent students will be assessed only through the "Individual exams" activity, and their final grade will be 100% formed by the grade of this activity. They may take one or two exams, depending on their particular situation.

REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES

References
Books
Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2014). <i>Exploring Strategy. Text & Cases (Tenth edition)</i> . Harlow: Pearson Education Limited.
Articles and other bibliographic resources
Instructors will provide students with a series of academic and consulting readings related with each of the topics.