

## SYLLABUS

Information about the subject	
Name	<b>Strategic Management</b>
Master	<b>Master in International Industrial Project Management</b>
Semester	<b>1 / 2</b>
Credits / ECTS	<b>6 ECTS</b>
Kind	<b>Mandatory</b>
Director	<b>Cristina Domínguez Soto (cdominguez@icai.comillas.edu)</b>
Coordinator	<b>Yolanda García Sánchez (ygarcia@comillas.edu)</b>

Information – Faculty members	
<b>Lecturer</b>	
Name	<b>Mario ÁLVAREZ-FERNÁNDEZ</b>
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## SPECIFIC INFORMATION ABOUT THE SUBJECT

Context	
<b>Contribution to the professional profile of the student</b>	
<p>The Strategic Management 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.</p> <p>This course introduces students to some basic concepts and tools in strategic management; these concepts and tools are those that help understand the external environment of a firm, analyze the resources and capabilities of a firm, identify the strategic position of the firm's stakeholders, assess a firm's current strategy, and design strategic solutions.</p> <p>The Strategic Management course is specially related to the Human Resources Management and the Management Skills courses of the Master curriculum.</p>	
<b>Course objectives</b>	
<ul style="list-style-type: none"> <li>– Introduce students to the basic concepts and tools of <b>strategic planning</b>; the course help them understand the business external environment, analyze the company's resources and capabilities, and identify the strategic purpose and the power exerted by the stakeholders of the company</li> <li>– Introduce students to the concepts and techniques regarding <b>strategy formulation, strategy implementation</b>, organisational consistency and strategy results tracking (<b>strategic control</b>).</li> <li>– Prepare students to work in an environment that requires the ability to understand the industry rivalry together with the value of their own company's strategies.</li> </ul>	

## TOPICS AND CONTENTS

<b>Content - Topics</b>
<b>PART 1: Basics of Strategic work</b>
Topic 1: The Strategic Management process
Topic 2: Expectations and goals. Identifying and managing stakeholders
<b>PART 2: Strategic Management tools and techniques</b>
Topic 3: Strategic analysis. Industry and internal analysis
Topic 4: Strategy formulation: corporation and BU level
Topic 5: Executing the strategy: change management and performance tracking

<b>Skills and abilities to be developed</b>
<b>Generic skills</b>
<ul style="list-style-type: none"><li>• Analysis and synthesis cognitive abilities applied to the business management world</li><li>• Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations</li><li>• 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</li><li>• Interpersonal skills: listening, negotiating, persuading, team work and leadership</li><li>• Ethical commitment to the moral values and to the corporate social responsibility</li><li>• Critical thinking and debating skills</li><li>• Autonomous learning skills</li></ul>
<b>Specific skills</b>
<ul style="list-style-type: none"><li>• Understand and use the appropriate tools to diagnose and improve the company's competitive position; design a strategic plan: Student's expected learning outcomes:<ul style="list-style-type: none"><li>○ the student acknowledges the limitations of the strategic planning tools, and therefore creates situations in which they can be applied in an optimal way</li><li>○ the student uses the strategic planning tools so that he/she is able to make efficient strategic decisions</li><li>○ 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</li></ul></li></ul>

## TEACHING METHODOLOGY

General methodological aspects of the subject	
In-classroom methodology: Activities	Skills to be developed
<p><b>Lectures.</b>            Debate will also be promoted 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><b>Group work in class: case study</b>            Students will work on case analysis. They will do this in group.            This activity will allow students use and apply all tools and theories into real business cases and situations.            Cases study will favour the development of the student's reasoning and skills.            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><b>Presentations.</b>            Each group of students will be compelled to present their final project. 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. Interpersonal skills: listening, negotiating, persuading, and team work and leadership  CG 8. Critical thinking and debating skills
Out-of-classroom Methodology: Activities	Skills to be developed
<p><b>Individual work outside the class: case study</b>            Students will work on case analysis and case studies.            This activity will allow students use and apply all tools and theories into real business cases and situations (strategic plan).            Assignments will be fixed so that each student will make periodical deliverances of their pieces of work</p>	All skills specified above
<p><b>Individual study and reading.</b>            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.            Some complementary reading will be recommended by the course instructors.</p>	All skills specified above

<p><b>Tutorials.</b> 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><b>Collaborative learning</b> 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. Interpersonal skills: listening, negotiating, persuading, and team work and leadership

## EVALUATION AND GRADING CRITERIA

Students will have to pass each and every assessment activities 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” (0%) in the missed assignment. The final grade of the course will be formed as follows:

ITEMS OF EVALUATION	CRITERIA	WEIGHT
Individual case study	Several cases to be delivered	20%
Case study in group	Several cases to be delivered	20%
Class participation and attendance	Questions, arguments, examples brought into class sessions (individual evaluation)	30%
Group final project	Written output and Presentation of the project	30%

## BIBLIOGRAPHY AND READING RESOURCES

Books
<p>Johnson, G., Whittington, R., Scholes, K., Angwin, D. &amp; Regnér, P. (2014). <i>Exploring Strategy. Text &amp; Cases (Tenth edition)</i>. Harlow: Pearson Education Limited.</p> <p>Besanko, D., &amp; Schaefer, S. (2010). <i>Economics of Strategy (Fifth edition)</i>. New York: John Wiley &amp; Sons.</p>
Other readings
<p>The course instructor will provide students with a series of academic and consulting readings related with each of the topics covered by the course.</p>