

## 1. OVERVIEW

<b>Subject Area</b>	Strategic Management
<b>Degree</b>	Bachelor's Degree in International Management of Tourism and Leisure Companies
<b>School/Faculty</b>	Social Sciences
<b>Year</b>	3
<b>ECTS</b>	6
<b>Type</b>	Compulsory
<b>Language(s)</b>	Spanish
<b>Delivery Mode</b>	On-campus
<b>Semester</b>	S1

## 2. INTRODUCTION

Strategic Management as a subject area aims at designing a complete strategic management process. To this end, we will try to integrate different contributions that will lead students to the scientific analysis of the way in which companies conduct themselves from a strategic or long-term decision-making point of view.

Students will be provided with the strategic management decision-making tools that will enable them to connect the company with its environment, to receive feedback in an orderly and planned manner, and thus to interact in an increasingly competitive way after a process of internal analysis.

The changing environments of the various business ecosystems are challenging and they will have to address the diverse situations they will face in the future by applying imaginative solutions, with the aim of always remaining in perfect sync with the various markets.

## 3. SKILLS AND LEARNING OUTCOMES

**Basic skills (CB, by their acronym in Spanish):**

- \* CB1: Students have shown their knowledge and understanding of a study area that builds on general secondary school education, and are usually at the level where, with the support of more advanced textbooks, they may also demonstrate awareness of the latest developments in their field of study.

- \* CB2: Students can apply their knowledge to their work or vocation in a professional manner and possess the skills which are usually evident through the forming and defending of opinions and resolving problems within their study area.
- \* CB3: Students have the ability to gather and interpret relevant data (usually within their study area) to form opinions which include reflecting on relevant social, scientific or ethical matters.
- \* CB4: Students can communicate information, ideas, problems and solutions to both expert and non-expert audiences.
- \* CB5: Students have developed the learning skills necessary to undertake further study in a much more independent manner.

#### **Cross-curricular skills (CT, by their acronym in Spanish)**

- CT13: Problem solving: Ability to resolve an unclear or complex issue or situation which has no established solution and requires skill to reach a conclusion.
- CT17: Teamwork: Ability to integrate one's self and collaborate actively with other people, departments and/or organisations in order to reach common goals.
- CT04: Ability to analyse and synthesise: be able to break down complex problems into manageable blocks; evaluate other options and perspectives to find the ideal solution. Synthesising serves to reduce the complexity and better understand the situation and/or solve problems.
- CT07 - Awareness of ethical values: Ability to think and act in line with universal principles based on the value of a person, contributing to their development and involving commitment to certain social values.
- CT08 - Information management: Ability to seek, choose, analyse and integrate information from diverse sources.

#### **Specific skills (CE, by their acronym in Spanish):**

- CE2: Ability to understand and be very familiar with the functional areas of the company, and to apply the different tools available in each of them (Finance, Accounting, HR, Marketing and Production), as well as to know the main relationships between them, both nationally and internationally.
- CE3: Ability to identify and apply new trends in tourism and leisure business management (leadership skills for people management, knowledge management, innovation management, etc.) that will enable them to achieve greater professional development and business success in the industry, both nationally and internationally
- CE8: Ability to master English at a professional level and have advanced knowledge of a second and third language.

**Learning outcomes (RA, by their acronym in Spanish):**

RA1: Have acquired advanced knowledge and demonstrated an understanding of the theoretical and practical aspects, as well as working methodology, to be able to carry out the design of a complete strategic management process.

The following table shows how the skills developed in the subject area match up with the intended learning outcomes:

Skills	Learning outcomes
CB1, CB2, CB3, CB4, CB5, CT13, CT4, CT7, CT07, CT08, CE3 CE2, CE8	RA1: Have acquired advanced knowledge and demonstrated an understanding of the theoretical and practical aspects, as well as working methodology, to be able to carry out the design of a complete strategic management process.

## 4. CONTENTS

- Introduction: Concept and scope of application
- Strategic analysis
- Strategy formulation
- Strategy implementation

## 5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Case studies
- Collaborative learning
- Problem-based learning
- Lectures
- Project-based learning

## 6. LEARNING ACTIVITIES

The types of learning activities, plus the amount of time spent on each activity, are as follows:

**On-campus:**

Learning activity	Number of hours
Attendance and class participation	62.5
Guided work (tutorials, monitoring of learning)	12.5
Independent working	40
Group work	35
<b>TOTAL</b>	

## 7. ASSESSMENT

The assessment systems, plus their weighting in the final grade for the subject area, are as follows:

### On-campus:

Assessment system	Weighting
Knowledge tests (2*20)	40%
Presentations of individual and group work (3)	35%
Group work	35%

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment tasks, including deadlines and assessment procedures.

## 9. BIBLIOGRAPHY

The works of reference for following up this subject area are:

- GUERRAS MARTIN, L.A.; NAVAS LÓPEZ, J.E. (2016): Fundamentos de dirección estratégica de la empresa. Thomson Reuters, Pamplona. 2ª edición

The recommended bibliography is indicated below:

- BUENO, E, SALMADOR, M.P., MERINO, C Y MARTÍN, J.I. (2006): Dirección estratégica. Desarrollo de la estrategia y análisis de casos. Ed. Pirámide, Madrid.
- GUERRAS MARTIN, L.A.; NAVAS LÓPEZ, J.E.(2014): Casos de dirección estratégica de la empresa. Thomson Reuters, Pamplona.
- CHAN KIM, W; MAUGORGNE, R. (2015): La estrategia del océano azul. Profit Editorial, Barcelona.

- DEBELJUH, P. (2009): Ética empresarial. En el núcleo de la estrategia corporativa. Cengage Learning Editores, México, DF.
- VENTURA, J (2009): Análisis Estratégico de la empresa. Paraninfo, Madrid.

Virtual Campus Subject: Other resources such as additional web links, videos, articles, etc. will be provided.