

## 1. BASIC INFORMATION

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|------------------------|--|
| Course                 | STRATEGIC MANAGEMENT I   |
| Degree program         | GLOBAL BACHELOR'S DEGREE IN BUSINESS MANAGEMENT AND ENTREPRENEURSHIP |
| School                 | SOCIAL SCIENCES & COMUNICATION FACULTY                               |
| Year                   | SECOND   |
| ECTS                   | 6  |
| Credit type            | COMPULSORY   |
| Language(s)            | ENGLISH  |
| Delivery mode          | ON SITE  |
| Semester               | S1   |
| Academic year          | 2024-25  |
| Coordinating professor | JAVIER IBORRA  |
| Professor              | BRUNO BROSETA / ENRIQUE FATAS  |

## 2. PRESENTATION

The course "Strategic Management I" aims to be an initial approach to business strategy as synonymous with planning, generating competitive advantages, and business growth. Starting from a basic definition, we attempt to understand what the concept and general characteristics are, creating a basic common language for the student, foundational for their subsequent learning.

The subject defines the strategic position by analysing the external general environment (PESTEL and Competitive Analysis) and internal (marketing mix, value chain...) environments, and then proceeding to SWOT, CAME, and Canvas analyses.

During the course, the concept of corporate culture and different types of organization are discussed in relation to the various strategies that the company must undertake from a dual perspective: "Corporate" and "Competitive". It will delve into terms of diversification, concentration, and internationalization. Finally, various strategic matrices, e.g., BCG and GE-McKinsey, will be explored.

## 3. LEARNING OUTCOMES

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- **LEARNING OUTCOMES OF THE DEGREE PROGRAMME**

### Competencies

- CP02: Ability to gather and interpret information to develop and implement a Strategic Plan: External and internal strategic analysis; formulation, selection, and implementation of corporate and competitive strategies, and strategic control.
- CP08: Ability to analyze, integrate, and evaluate information from the economic environment, necessary for decision-making.
- CPT01: Create new ideas and concepts based on known ideas and concepts, arriving at conclusions or solving problems, challenges, and situations in an original way.
- CPT02: Convey messages (ideas, concepts, feelings, arguments), both orally and in writing, strategically aligning the interests of the various stakeholders involved in the communication.
- CPT05: Cooperate with others in achieving a shared goal, actively participating with empathy, active listening, and respect for all members.
- CPT06: Integrate analysis with critical thinking in a process of evaluating different ideas or possibilities and their potential for error, relying on evidence and objective data to make effective and valid decisions.
- CPT07: Adapt to adverse, unexpected, and stressful situations, whether personal or professional, overcoming them and even turning them into opportunities for positive change.

- **LEARNING OUTCOME OF THE SUBJECT**

- Understanding of the basic concepts related to the Strategic Management process of the company.
- Knowledge of tools that allow the analysis of the general and specific environment.
- Knowledge of tools that enable internal analysis of the company.
- Development of case studies and cooperative activities to demonstrate that the student has acquired the concepts described in the previous section.

## 5. CONTENT

- Introduction to Strategic Management.
- Strategic Positioning.
- Environmental Analysis (General and Specific).
- Internal Analysis.
- Strategic Matrices.

## 6. TEACHING-LEARNING METHODOLOGIES

The following teaching and learning methodologies will be applied:

- Lectures
- Case Method
- Cooperative Learning
- Field Experiences

## 7. LEARNING ACTIVITIES

Certainly! Please provide the details of the formative activities and the allocated student hours for each, and I will translate them for you.

**Campus-based mode:**

| Formative Activity                 | Number of Hours | In-Person Attendance | Horas presenciales |
|------------------------------------|-----------------|----------------------|--------------------|
| Lectures                           | 24              | 100                  | 24                 |
| Asynchronous Lectures              | 16              | 0                    | 0                  |
| Independent Work                   | 30              | 0                    | 0                  |
| Oral Presentations                 | 10              | 100                  | 10                 |
| Case Analysis and Problem Solving  | 10              | 5                    | 0,5                |
| Completion of Assignments/Projects | 10              | 5                    | 15                 |
| Group Participatory Activities     | 25              | 60                   | 5                  |
| External Visits/Stays              | 5               | 100                  | 5                  |
| Knowledge Tests                    | 5               | 100                  | 12                 |
| Tutoring                           | 15              | 80                   | 72                 |
| <b>TOTAL</b>                       | <b>150</b>      |                      |                    |

## 8. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

### Campus-based mode:

| Assessment system                    | Weight |
|--------------------------------------|--------|
| Knowledge Test: Multiple Choice Test | 50%    |
| Case analysis and problem solving    | 20%    |
| Reports and Written Works            | 20%    |
| Oral Presentations                   | 10%    |
| Total                                | 100%   |

When you access the course on the *Campus Virtual*, you'll find a description of the assessment activities you have to complete, as well as the delivery deadline and assessment procedure for each one.

### 7.1. First exam period

To pass the course in the first exam period, you must obtain a final course grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 5.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

### 7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 5.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

## 9. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

| Assessable Activities Date/Weeks                              | Assessable Activities Date/Weeks |
|---|----------------------------------|
| Activity No. 1: Introduction to strategy                      | 1st, 2nd, 3rd                    |
| Activity No. 2: Contextual environment (Megatrends)           | 4th, 5th, 6th, 7th, 8th          |
| Activity No. 3: Strategic simulation 5 forces                 | 9th, 10th, 11th, 12th, 13th      |
| Activity No. 4: Practical application of Megatrends to sector | 14th, 15th, 16th, 17th, 18th     |

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate.

## 10. BIBLIOGRAPHY

The reference work for following the course is:

- Grant, R. (2014). Strategic Management: Concepts, Techniques, and Applications. Ed Aranzadi.

Below is the recommended bibliography:

- Guerras Martín, L.A. & Navas López, J.E. (2015). The Strategic Management of the Company. Theory and applications. Ed. Aranzadi. (in Spanish)
- Johnson, G., Scholes, K., Whittington, R. (2006). Strategic Management. Ed. Prentice Hall. 7th edition.

## 11. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them reach their academic achievements. Other main actions are the students inclusions with specific educational needs, universal accessibility on the different campuses of the university and equal opportunities.

From this unit we offer to our students:

1. Accompaniment and follow-up by means of counselling and personalized plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made in terms of methodology and assessment for those students with specific educational needs, pursuing an equal opportunities for all students.
3. We offer students different extracurricular resources to develop different competences that will encourage their personal and professional development.
4. Vocational guidance through the provision of tools and counselling to students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students in need of educational support can write to us at:  
[unidad.diversidaduev@universidadeuropea.es](mailto:unidad.diversidaduev@universidadeuropea.es)

## 12. ONLINE SURVEYS

Your opinion matters!

The Universidad Europea encourages you to participate in several surveys which help identify the strengths and areas we need to improve regarding professors, degree programs and the teaching-learning process.

The surveys will be made available in the “surveys” section in virtual campus or via e-mail.

Your assessment is necessary for us to improve.

Thank you very much for your participation.