

Teaching Plan Information

- **Academic year:** 2017/18
- **Academic center:** 108 - Faculty of Social Sciences and Labor
- **Degree:** 428 - Graduated in Labor Relations and Human Resources
- **ECTS:** 6.0
- **Year** 1st
- **Period of teaching** Second Semester
- **Basic formation**

1. Basic Information

1.1 Introduction

Brief Presentation of the subject

The subject Strategic Management is part of the module of Work Organization, Direction and Management of Human Resources. It is a basic subject in the curriculum of Labor Relations and Human Resources Degree. The subject Strategic Management develops all those skills acquired by students in Business Organization subject. The student will advance in the understanding of problems, increasingly complex, that the organizations face. In this sense, this course provides the student a wider perspective of the functioning of the companies and some of the instruments needed to perform a correct analysis of the problems faced.

1.2. Recommendations to pursue the subject

Qualification: Degree in Labor Relations and Human Resources

Course: 1st **Semester:** 2nd **Character:** Basic

Department: Direction and Organization of Companies

ECTS Credits: 6

Individual tutored hours: Check the website of the Faculty of Social Sciences and Labor.

Virtual platform: <http://add.unizar.es/>

Knowledge and / or previous skills: Any

Language: Spanish

Other data of interest:

- Students: 70 per group
- Practical Groups: 2 per group

RECOMMENDATIONS FOR THIS SUBJECT

Before studying this subject, it's recommended students had passed the subject Business Organization, taught in the first semester of the first year. Students, who want to pass this subject successfully, must be constant in their work throughout the semester. For the preparation of the subject, students must be involved in the preparation and discussion of the different cases exposed in class which will be necessary for the assimilation of different theoretical concepts explained in lectures. To achieve the objectives of the course it is recommended regular attendance and active participation in the different working sessions.

1.3. Context and meaning of the subject in the degree program

The subject Strategic Management is a basic subject of the degree. It aims to provide the student the basis to be aware of the importance of the Strategic Direction within the company and in all matters related to Human Resources, which will subsequently be developed in other subjects of the module of Work Organization and Human Resources Management.

1.4. Activities and key dates of the subject

At the beginning of the course, teachers will inform about the key dates related to the evaluation activities, the dates when the proposed work has to be submitted, seminars, etc. All this information will be available in the ADD.

2. Learning Outcomes

2.1. Learning Objectives that define the subject

The student, in order to pass this subject, will need to have the following results...

- Understand the development and design of strategies.
- Understand the strategic relevance of the techniques of resource management.
- To develop an internal and external diagnosis and understand the process of strategies' elaboration, within the general framework of corporate strategic management.

2.2. Importance of the learning results

The main contribution of the subject Strategic Direction is to approach the student to the strategic problems faced in a company, and advise him the most appropriate strategic options for overcoming them, thus achieving the proposed objectives.

3. Objectives and competences

3.1. Objectives

The course and its expected results correspond to the following approaches and objectives:

It is a basic subject for the Graduate of Labor Relations and Human Resources, whose primary purpose is to provide students the skills they need to be aware of the complexity of the issues faced by organizations and the need to design strategies that meet their objectives and that can be successfully launched. To achieve this purpose this subject is divided into four blocks. The first, Fundamentals of Strategic Management, tries to familiarize the student with the term strategy and all those fundamental questions that surround this concept. In the second part, it presents how to perform strategic analysis to get information about the environment and the internal situation of the company. In the third block of the subject, the Strategy Formulation, the strategies that an organization can choose to achieve its goals are studied. In the fourth block, the Implementation and Control of the strategy is presented; this part gives references about the variables that must be taken into account in the implementation of the strategy and the tools that allow you to perform a control of the results obtained with the selected strategy.

3.2. Competences

After passing this subject, the student will be more competent in...

- C1. Analysis and synthesis
- C10. Critical reasoning
- C14. Autonomous learning
- C32. Advise trade union and employers' organizations and their affiliates.
- C37. Transmit and communicate in writing and orally using the appropriate techniques and terminology.
- C43. Lead groups of people.
- C47. Participate in the development and design of organizational strategies, developing the human resources strategy of the organization.

4. Evaluation

4.1. Type of testing, assessment criteria and levels of demand

The student must demonstrate that it has achieved the learning outcomes using the following evaluation activities

The **evaluation criteria** are:

- Understanding of the knowledge of the subject.
- Ability to practical application.
- Ability to work in a team.
- Ability to organize and transmit ideas.
- Capacity of oral and written expression.

The **evaluation** of the subject Strategic Direction is distributed between training activities (25%), and evidence of knowledge (75%).

Training activities (25%)

Students must carry out different training activities that will contribute to the achievement of the expected learning results. The implementation of these activities will be compulsory. In these activities active methodologies will be used: case studies, problem-based learning (PBL) and work of analysis and group reflection. All these activities must be conducted in groups and be submitted for evaluation in the time and presentation determined.

Case studies and PBL activities in T2 (15%):

Throughout the course different work sessions will be developed in which the students must work in groups these activities.

Throughout the semester different evaluation sessions will be done and during them, students must:

- Submit the cases' resolutions.
- Give an oral presentation of the resolution.
- Take part in the discussion of the case.

Those students who don't attend the evaluation sessions because of justified reasons should send the resolution of the case and the PowerPoint Presentation by e-mail to the teacher in the established deadline.

Analysis and reflection of news or readings in T6 (10%):

Students are required to complete a work of analysis and reflection about different news or business-economic readings related to the contents of the course. Specifically, they will be asked for a brief summary of each of the news and a reflection or critical appraisal of the facts present in the news, highlighting, in particular, the aspects related to contents of the subject. The summary with the reflection/critical valuation of each of the news must take up, in total, at least one side of folio and a maximum of two faces (excluding own news, which will be attached separately).

The work will be carried out in group.

At the end of the semester there will be a meeting of evaluation of this activity, in which students must:

- Submit this activity to the responsible teacher for the work, fulfilling some requirements of content and form that will be indicated at the beginning of the course.
- Make an oral presentation of the work with Power Point.

Students who do not attend the meetings or sessions of evaluation of the subject must submit or make the training activities on the day set for the test of knowledge; all the activities proposed by the responsible teacher throughout the semester will be done. If the student chooses to do these activities on the day of the test of knowledge, he/she should inform the teacher 20 days in advance so the teacher can book the classroom for more hours. The training activities proposed to students who don't attend the working sessions, may be different to those made in the classes, although in both cases they will have the same competences and will require the same results of learning.

Knowledge test (75%)

Individual written test on the dates, time and place determined in the examination session January / February and September published by the Center, which will consist of two parts:

- A multiple choice test that will evaluate the assimilation degree of the key concepts of the subject (60% of the final mark of the knowledge test). Wrong answers will be penalized (-0.1 each wrong answer).
- One part will evaluate the student's ability to apply theoretical concepts into practice (40% of the final grade of the knowledge test).

It will be necessary to pass both parts separately (get a minimum score of 5 out of 10 on each part). Only in the case of passing the knowledge test will be possible to mediate your score with the training activities. However, the scores of these activities will be kept for subsequent calls in the same academic year.

At the beginning of the course more detailed information will be provided and also it will be published in the ADD.

5. Methodology, activities, program and resources

5.1. General methodological presentation

The process of learning that has been designed for this course is based on the following: The development of the subject is structured around two axes: the lectures and sessions used for active learning methodologies.

Lectures:

Exposition of the theoretical concepts by the teacher, who will provide an overview of the topics of the subject presenting facts, events, experiences, principles or theories. During these lectures, the student will have the opportunity to ask questions and participate in discussions that may arise.

Active Methodologies:

The methodology case method will be used as well as problem -based learning (PBL).

- *The Case Method:* the student must resolve in group different cases related to the content of the course, presenting experiences and real-life situations, in order to build up their own learning in a context that closely matches their professional future.

- *Problem Based Learning:* Students will deal with problems under the supervision of the teacher, in order to acquire knowledge, skills, capacity for analysis and evaluation.

5.2. Learning Activities

The program that is offered to the student to achieve the expected results includes the following activities...

The subject has 6 ECTS credits, which involves 150 hours of student work. These 150 hours are structured as follows:

Work in the classroom (70 hours):

- Lectures (T1): 30 hours.
- Problems and cases (T2): 30 hours.
- Tutored works (T6): 5 hours.
- Knowledge Tests: 5 hours.

Work outside the classroom (80 hours):

- Individual Work: 50 hours.
- Group Work (15h of T2 and T6 15H): 30 hours.

5.3. Program

PART I. FUNDAMENTALS OF STRATEGIC DIRECTION

1. Concept AND METHOD OF THE STRATEGIC DIRECTION

- 1.1. Conceptual evolution of the business strategy
- 1.2. Concept and basic elements of strategic management
 - 1.2.1. Concept of Strategy
 - 1.2.2. The strategic direction
 - 1.2.3. Levels of the strategy
 - 1.2.4. The Objectives
- 1.3. The process of strategic management

PART II. STRATEGIC ANALYSIS

2. THE ENVIRONMENT OF THE COMPANY

- 2.1. Concept of environment
- 2.2. Factors of the overall environment
- 2.3. Specific Environment
 - 2.3.1. Definition of industry
 - 2.3.2. Structure of the industry

3. INTERNAL ANALYSIS OF THE COMPANY

- 3.1. The company's internal diagnostic
- 3.2. Analysis of the resources and capabilities
- 3.3. The Value Chain
- 3.4. Nature and sources of competitive advantages

4. THE STRATEGIC DIAGNOSIS

- 4.1. Diagnostic techniques
- 4.2. The strategic profile of the company: SWOT Analysis
- 4.3. Strategic arrays

PART III. Strategy Formulation

5. STRATEGIES AND COMPETITIVE ADVANTAGES

- 5.1. The competitive advantage of the cost side
- 5.2. Competitive advantage by the side of the Differentiation
- 5.3. Innovation and competitive advantage
- 5.4. Environment Strategy

6. CORPORATE STRATEGY: SETTING UP THE COMPANY

- 6.1. Internal growth of the company
 - 6.1.1. Vertical Integration
 - 6.1.2. Diversification
 - 6.1.3. Internationalization
- 6.2. External growth: mergers and acquisitions
- 6.3. The business cooperation

PART IV. IMPLEMENTATION AND CONTROL OF THE STRATEGY

7. Implementation of the strategy

- 7.1. Evaluation and selection of strategies
- 7.2. Activities for the implementation of a strategy
 - 7.2.1. The organizational design
 - 7.2.2. Human resources management
 - 7.2.3. Organizational Culture
 - 7.2.4. Administrative Systems

8. The STRATEGIC CONTROL

- 8.1. The strategic planning process
 - 8.1.1. The strategic planning
 - 8.1.2. Advantages and disadvantages of strategic planning
 - 8.1.3. Drafting of a strategic plan
- 8.2. The process of strategic control

5.4. Planning and calendar

Calendar of sessions and presentation of papers

The subject has 6 ECTS credits, which involves 150 hours of student work.

These 150 hours are structured in two large blocks: face-to-face hours and non-face-to-face hours, distributed in 40 and 60%, respectively.

- Face-to-face hours (70 hours) :
 - Lectures (T1): 30 hours
 - Practical Classes (T2): 30 hours
 - Tutored works (T6): 5 hours
 - Tests of knowledge: 5 hours
- Non-face-to-face hours (80 Hours) :
 - Individual Work: 50 hours.
 - Group Work: 30 hours (15h in T2; 15h in T6).

5.5. Bibliography and recommended resources

BB

Carrión Maroto, J. (2011). Estrategia: De la visión a la acción (3a. ed.). Pozuelo de Alarcón (Madrid): ESIC.

BB

Fernández Romero, A. (2004). Dirección y planificación estratégicas en las empresas y organizaciones: Un manual práctico para elaborar un plan estratégico. Madrid: Díaz de Santos.

BB

Gibson, R. (Coord.). (1997). Preparando el futuro: Negocios, principios, competencia, control y complejidad, liderazgo, mercados y el mundo. Barcelona: Gestión 2000.

BB

Grant, R.M. (2014). Dirección estratégica: Conceptos, técnicas y aplicaciones (8ª ed., 4ª ed. en Civitas). Madrid: Thomson Civitas.

BB

Guerras Martín, L.A., & Navas López, J.E. (2015). La dirección estratégica de la empresa: teoría y aplicaciones (5ª ed.). Cizur Menor (Navarra): Aranzadi.

BB

Morcillo Ortega, P. y Fernández Aguado, J. (Coords.). (2002). Nuevas claves para la dirección estratégica. Barcelona: Ariel.

BB

Navas López J.E. y Guerras Martín, L.Á. (2013). Fundamentos de dirección estratégica de la empresa. Civitas: Madrid.

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Navas López, J.E. y Guerras Martín, L.A. (2007). La dirección estratégica de la empresa: Teoría y aplicaciones (4ª ed.). Madrid: Thomson Civitas.

BB

Nueno, P. (1989). Diseño y estrategia empresarial. Madrid: Instituto de la Pequeña y Mediana Empresa Industrial.

BB

Pintado Blanco, T. y Sánchez Herrera, J. (Coords.). (2013). Imagen corporativa: Influencia en la gestión empresarial (2a. ed. rev. y act.). Pozuelo de Alarcón (Madrid): ESIC.

BB

Ventura Victoria, J. (2009). Análisis estratégico de la empresa (1ª ed., 2ª reimp.). Madrid: Paraninfo.

BC

Bueno Campos, E., Salmador Sánchez, M.P., Merino Moreno, C. y Martín Castilla, J. I. (2006). Dirección estratégica: Desarrollo de la estrategia y análisis de casos. Madrid: Pirámide.

BC

Osterwalder, A., & Pigneur, Y. (2016). Generación de modelos de negocio: un manual para visionarios, revolucionarios y retadores (16ª ed.). Barcelona: Deusto