### Syllabus

Subject: Strategic Management  
Courses: ____  
Degree: Marketing y Gestión Comercial  

**Academic Year 2012/13**

<table>
<thead>
<tr>
<th>Teacher:</th>
<th>Alvaro Coronado Cid</th>
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<tbody>
<tr>
<td>Period of classes and year:</td>
<td>Semester 1</td>
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<tr>
<td></td>
<td>4º Year</td>
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<td>Type of course:</td>
<td>OB</td>
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<tr>
<td>Language:</td>
<td>English</td>
</tr>
<tr>
<td>No. Of Credits:</td>
<td>6</td>
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<td>Hours per Week:</td>
<td>4</td>
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Business Management  
Department
# Syllabus

**Strategic Management**

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1. Teacher’s Contact Details
Alvaro Coronado Cid
Email address: alvaro.coronado@esic.edu

2. Description of the Subject
The course aims to provide students with an overview of the Strategy, as the main management tool for the company and, above all, help them think and act from a strategic standpoint.

For that purpose, concepts already acquired during prior years will be reviewed, all from a free market perspective in which companies act as economic organizations, moving toward a model of Strategic Management.

3. Subject Aims
Achieving a full understanding of strategic thinking as a whole, understanding the strategy and the right mix of business factors are the main objectives of the course.

From this understanding, the student must obtain the skills to understand and participate in an organization with strategic vision from any position they may hold in the future, taking and developing the Strategic Management Model, which will be explained in the subject.

Also, they will acquire sufficient knowledge to carry out a Strategic Planning Process in all its phases: analysis, formulation, implementation and monitoring.

4. Skills

Instrumental Skills

- Analysis and synthesis capabilities
- Ability to organize and plan
- Oral and written communication
- Ability to manage information
- Ability to problem solving
- Ability to make decisions
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Personal Skills

• Concern for work quality and rigor
• Ability to work as a team and fluency in communication
• Work in an interdisciplinary team
• Commitment to ethical work

Systemic Skills

• Independent learning
• Adapting to new situations
• Concern for quality
• Sensitivity to environmental issues and social

Practical Skills

• Apply knowledge to practice
• Ability to the popularization of economic and business issues

Specific Skills

• The student will know and understand the basic tools of strategic analysis and define the firm’s competitive strategy.

• Students will be able to analyze real cases in the business strategies, seek and interpret information from a strategic level both on the Internet, databases or the specialized business press.

5. Methodology

The subject must develop those capabilities that enable students to acquire a global vision and strategy of the company.

The explanation of the different concepts, based on descriptive schemes (and active participation of students), should require approximately 65% of the time.

Conducting case studies and works by students, will be combined with class reading and comments of texts (books, articles, lectures, ...), occupying 35% of the time remaining.

Classes should be participatory, combining conceptual explanation with examples that allow a better understanding and visualization of different topics.
6. Resource Material

Slides will be used and attached in ERIETE.

These slides will be available to the student in advance. This will speed up the exhibition in class, encouraging student participation and following more effectively the teacher’s explanation.

Also, the student will be provided with specific documentation (cases, readings, articles) previously selected on different real topics and latest news to support the theoretical explanation.

Audiovisual materials will be also used.

7. Practical Coursework

Throughout the course unresolved and resolved case studies will be proposed to support the theoretical explanations.

As far as possible these practices will be in class so students will understand and assimilate the theoretical explanations and can close the learning cycle theory and practice.

Also the performance of a mandatory work in groups will be required. This work will have a recommended extension of 20 slides and will focus on topics that students should reflect on some aspects of the program, related to real business cases. Rest of details and explanations will be done when the time comes.

The work shall be valid for one academic year, keeping the score only until the extraordinary exam. Repeaters will have to perform a new work.

It will also be considered voluntary works in the way determined by the teacher, on current issues related to the subject.

8. Evaluation Process

In order to pass the course the students should observe the following points:

   a. Attendance

Class attendance is considered necessary for understanding the subject so class attendance is mandatory.
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In this regard, without exceptions, the general rule of bonification/penalization that the school has determined for the current academic year will be followed and same for the requirement of more than 70% attendance for the continuous assessment consideration.

b. In Class Tests

During the course at least a written test will be held that will be the ordinary exam. Duration and form will be communicated in advance.

At any time during the course other written tests may be conducted without notice. The assessment of these tests will be also considered for the final assessment of the subject.

Additionally, after informing students of the course, periodic evaluations may be made using a system to release part of the subject. This system will not affect the official ordinary call.

c. Mandatory Coursework

In addition to the written tests, the mandatory work, the attitude and active participation in classes and the performance of voluntary work will be considered in the final assessment of the subject thereby obtaining an overall course rating (continuous assessment).

d. Other Coursework

By teacher or student proposal voluntary works will be considered in the way it is determined always on topics related to the subject.

e. Final Exam

As mentioned, the final grade will be obtained as the aggregation of the written tests scores, the compulsory works and the rest of the interventions described above, as well as the improvements/reductions resulting from the provisions of the Academic Guide regarding the Compulsory Attendance.

The final grade will not be exclusively result of the weighted average of the different concepts (60% written tests, 30% compulsory work, 10% other interventions and active participation in class since the teacher will assess other set of qualitative circumstances.

It should be also noted that in order to pass the course it is essential to have delivered on time and approved the compulsory work (no exceptions) and achieved a minimum rate of 5 to 10 points in the written test.
9. Subject Program

a. Course Detail
Part 1: The basis of the strategic management.
Part 2: The strategic management and the strategic planning process.
Part 3: Trends and final thoughts.

b. Course Development
The program presented below is subject to change depending on the progress of the subject and the normal development of the classes, all with the aim of obtaining maximum learning and usefulness of the materials in the same described.

First Part.- Strategic Management. Basis

Lesson 1.- Review of concepts.
- The Business. The Company.
- The Directive. The Manager.
- The Corporate Culture.
- The Strategy.
- The Value Chain.
- The Environment.
- The Five Forces of Porter.
- The Value Creation.

Lesson 2.- Theory of resources and capabilities: The inner vision.
- Theory of resources and capabilities.
- Basics.
- Characteristics of competitive advantage.
- Sources of competitive advantage.
- The Strategic Management.
- The Executive Strategist.

Second Part.- The strategic management and the strategic planning process

Lesson 3.- Strategic Planning. The process.
- Introduction.
- Evolution of Planning Systems.
- Outlines the strategic process.
- Environmental Analysis / Diagnosis.
- Content of strategy / Strategic formulation.
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- Evaluation and selection of the Strategy.
- The operational phases.
- Practical recommendations.

Lesson 4.- Strategic Alternatives.
- Introduction.
- Common Types of Strategic Alternatives.
- Competitive strategies / business.
- Corporate strategies.
- Operational Strategies / functional.

Lesson 5.- Environment and strategy: strategies based on industry conditions.
- Introduction: The industry and its conditions.
- Strategies for new or emerging industries.
- Strategies in growth industries.
- Strategies in mature industries.
- Strategies in declining industries.
- Strategies in fragmented industries.

Lesson 6.- Internationalization as a strategy. The multinational company.
- Introduction.
- Reasons for internationalization and business strategy: internal and external.
- Strategies for internationalization. Forms of entry into foreign markets.
- The multinational corporation: concept.
- Strategies of multinational enterprises in a global industry.
- The Management of Multinational Companies.

Lesson 7.- The strategic implementation.
- Introduction.
- Different phases for strategy execution.
- Programming.
- Interaction between formulation and implementation.
- Strategic implementation activities.
- Identification and management of organizational change.
- Practical recommendations.
Lesson 8.- Monitoring and Strategic Control.
- The corporate system control.
- Concept of management control.
- The Scorecard.
- The Strategic Audit.
- The Balanced Scorecard.
- Practical recommendations.

Third Part.- Trends and final thoughts

Lesson 9.- Trends and final thoughts.
- The Strategic Management in the context of economic science.
- Recent Trends.
- Outstanding features currently.
- Basic pillars of value creation.
- Final thoughts.
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10. Recommended Bibliography

a. Mandatory Reading

- **GRANT, R.M.**
  ISBN: 0493424725

- **MINTZBERG, H.**
  "Mintzberg In Management: Inside Our Strange World of Organizations" (1989)
  ISBN: 0029213711
  ISBN: 0136104029

- **ANSOFF, H.I.**
  "Strategic Management" (1979), MacMillan, Hong Kong
  ISBN:

- **EISENHARDT, K.M.; ZBARACKI, M.J.**
  ISBN:

- **KOTTER, J.P.**
  ISBN: 0875848974

Information Note: The books or other documentation displayed on this Bibliography section which will be necessary for the class, will be indicated in that paragraph, and following the School Documentation Policy students can get them in the School Library and / or School Books Sale section, provided that these services exist on campus. It is recalled that the purchase of will be always voluntary for the student, and never mandatory. Indication will be done for each book or documentation of: Title, Author / s, and Publishing Publication Year, and if possible, ISBN number.
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b. Further Reading

• MORGAN, A
  ISBN: 0471242098

• JUGENHEIMER, D.W. and L.D. KELLEY
  ISBN: 0765622602

• MARCONI, J
  ISBN:

• JOHN P. KOTTER and JAMES L. HESKETT
  “Corporate Culture and Performance”, New York: Simon and Schuster
  ISBN: 0029184673

• GINI, AL and MARCOUX, ALEXEI M
  ISBN: 0132424320

• HAMEL, G. Y PRAHALAD, C.K.

Information Note: The books or other documentation displayed on this Bibliography section which will be necessary for the class, will be indicated in that paragraph, and following the School Documentation Policy students can get them in the School Library and / or School Books Sale section, provided that these services exist on campus. It is recalled that the purchase of will be always voluntary for the student, and never mandatory. Indication will be done for each book or documentation of: Title, Author / s, and Publishing Publication Year, and if possible, ISBN number.
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ISBN 978-1422102503

- **HEYEL, C.**
  “The encyclopedia of management”, Reinhold (1963)
  ISBN:

- **KATZENBACH, J.R.**
  “The Wisdom of Teams: Creating the High-Performance Organization”, Collins Business Essentials
  ISBN: 0060522003

- **MINTZBERG, H.**
  ISBN: 0138552703

- **ALEXANDER, L.D.**
  “Successfully Implementing Strategic Decisions” (1985)
  ISBN:

- **BARTLETT, H.C.**
  ISBN: 0030071836

- **FAULKNER, D; BOWMAN, C**

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ISBN: 0132914778

• JARILLO, J.C.
  ISBN:

• PORTER, M
  ISBN: 0875841406

• CHARAN, RAN; BOSSIDY, L

• GHEMAWAT, PANKAJ
  ISBN: 978-1-59139-866-0

» JHONSON, G; SCHOLES, K; WHITTINGTON, R
  ISBN:

  c. Only Support Material
  ERIETE: www.eriete.es

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