

**Module: Strategic Management and Business Policy****COMMON**

- ▶ Department: Business run by ESCOEX International Business School
- ▶ Credits: 10
- ▶ Level 6
- ▶ Pre-requisites: Business Management Organiser: Francisco Rodríguez

**Overall Aims and Purpose**

This module aims to provide students with the competences that allow them to understand the role that each one plays in the strategic process and how they interact, in order to achieve sustainable advantages.

**Learning Outcomes**

On successful completion of this module the student will be able to:

1. Understand the role of corporate strategy within the design process for strategies in general and its importance for the achievement in business success.
2. Analyse and evaluate the relationship that is established between corporate strategy, environment and the competitive capacity of the organisation in order to achieve competitive advantage in the long term.
3. Use the basic tools for analysing information and take decisions in the corporate environment that contribute to the implementation of the correct strategies to ensure success.
4. Analyse the criteria for evaluating the different strategic options and establish the importance of planning and control of all the stages in the process, using communications as an essential tool.

**Indicative Content**Corporate Strategy

Mission and visions: Scope of the organization; Segmentation of businesses, range of products and markets, strategic purpose. Setting and communicating of objectives. Culture, philosophy and corporate values. Business ethics. Relationship with interest groups; theory of Stakeholders. Corporate social responsibility.

Competitive Advantage

Competitive advantage as a central element of any strategy, generic strategies of Porter. What does competing imply in the future? Essential competences as central element of business competitiveness. Other focuses.

Strategic Analysis

PEST analysis. Analysis of the competitive environment: sector (the 5 competitive forces) and strategic groups. Analyse if competitive capacity; strategic assets, key competences and chain of value. SWOT analysis.

Choice and implementation of strategies.

Bases of competitive advantage. Growth and diversification strategies, internal growth, Joint ventures, acquisitions and strategic alliances. Evaluation criteria and selection of strategies. Implantation of strategies; structure and design of the company, assigning resources, planning and control. Management of change. Management of innovation.

**Assessment Methods**

1 final exam worth 40%

1 group (3 – 4 students) assignment worth 60% consisting of 2 parts and 2 different deadlines. Written document 40%, oral presentation 15%, peer assessment 5%.

### Teaching and Learning Strategy

Theoretical classes and practical sessions that use press articles and case studies to encourage participation.

The methodology for analysing the cases and articles will allow the student to develop skills related to the search for and analysis of relevant information, besides giving a practical and real focus to the sessions.

200 notional learning hours comprising 112 hours classroom-based and 88 hours tutor-directed student learning.

### Key Skills Taught

D1: Communication and presentation skills including audio, oral and written, using a range of methods

D2: Numeracy, computing & information technology skills; this requires familiarity with a range of business data, research sources and appropriate methodologies

D4: Problem solving skills including identifying, formulating and solving business problems; the ability to create, evaluate and assess a range of options, together with the capacity to apply ideas and knowledge to a range of situations

D5: The ability to self-appraise and reflect on practice including the development of skills associated with critical reflection

D6: The ability to plan and manage learning in terms of time, behaviour, motivation, self-starting, individual initiative and enterprise

### Indicative Reading

#### Essential Reading

- Jiménez Quintero, JA, (2015), *Dirección Estratégica*, Madrid: Ed. Pirámide.
- Llorente Olier, JI, (2012), *Dirección Estratégica de la Empresa*, Madrid: Centro de Estudios Financieros.
- Ribero, D, (2012), *Casos de Dirección Estratégica*, Madrid: Ed. Prentice-Hall.
- Buj, Santiago (2006), *Strategic Management* 2<sup>a</sup> Ed, Mc Graw-Hill, Madrid
- Navas, J.E. y Guerras, L.A. (2007). *La Dirección Estratégica de la Empresa. Teoría y Aplicaciones (4a ed.)*. Madrid: Civitas.

#### Recommended Reading

- Bueno, E.; Salmador, Ma P.; Martín, J.I., y Merino, C. (2006). *Dirección Estratégica: Desarrollo de la Estrategia y Casos*. Madrid: Pirámide.
- Bueno, E.; Morcillo, P., y Salmador, Ma P. (2005). *Dirección Estratégica: Nuevas Perspectivas Teóricas*. Madrid: Pirámide.
- Grant, R.M. (2006). *Dirección Estratégica: Conceptos, Técnicas y Aplicaciones. (5a ed.)*. Madrid: Thompson-Civitas.
- Hitt, M.A.; Ireland, R.D. & Hoskisson, R.E. (2003). *Strategic Management. Competitiveness and Globalization*. 5th. Ed. Mason, OH: Thompson/South- Western.
- Johnson, G.; Scholes, K., & Whittington, R. (2006). *Dirección Estratégica (7a ed.)*. Madrid: Pearson

Educación.

**Journals:** Expansión, Cinco Días, Gaceta de los Negocios, Actualidad Económica, Emprendedores, The Economist, Business Week

**Web pages:** [www.harvardbusinessonline.edu](http://www.harvardbusinessonline.edu), [www.leadersummaries.com](http://www.leadersummaries.com), [www.isc.hbs.edu](http://www.isc.hbs.edu),  
[www.mitsloan.mit.edu](http://www.mitsloan.mit.edu)