

* Please ensure that you use the official UGR nomenclature and terminology (ES-EN) available in [UGRTerm](#) for the names of programmes, courses, faculties/schools, departments, competences/skills, teaching methodology, etc.

SEMESTER	CREDITS (ECTS)	TYPE	MODE OF DELIVERY	LANGUAGE(S) OF INSTRUCTION
1st	4	Elective	Face-to-face / Blended / Distance (will depend on circumstances)	English
MODULE		Master in Economics		
SUBJECT		Strategic Management		
CENTRE / FACULTY / SCHOOL RESPONSIBLE FOR THE PROGRAMME		International School for Postgraduate Studies (EIP)		
MASTER'S DEGREE		MASTER IN ECONOMICS		
FACULTY / SCHOOL		FACULTAD DE CIENCIAS ECONÓMICAS Y EMPRESARIALES		
TEACHING STAFF ⁽¹⁾				
DANIEL ARIAS ARANDA				
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BERT EICHHORN				
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OFFICE HOURS		No applicable		
GENERAL AND SPECIFIC COMPETENCES				
GENERAL COMPETENCES				
CG1 – That the student attain the ability for analysis and synthesis, which includes being				

¹ Consulte posible actualización en Acceso Identificado > Aplicaciones > Ordenación Docente

(∞) Esta guía docente debe ser cumplimentada siguiendo la "Normativa de Evaluación y de Calificación de los estudiantes de la Universidad de Granada" ([http://secretariageneral.ugr.es/pages/normativa/fichasugr/ngc7121/!](http://secretariageneral.ugr.es/pages/normativa/fichasugr/ngc7121/))

capable of defining, distinguishing and relating both the basic concepts and the premises upon which the exposition of any argument is built, as well as stating and basing its content in a concise and critical way, in the context – scientific, political, economic, organizational or whatever the type may be – in which it is presented.

BASIC COMPETENCES

CB6 – To possess and understand knowledge that gives a basis or opportunity to be original in the development and/or application of ideas, often in a research context.

CB7 – That the students know how to apply the knowledge acquired and their ability to solve problems in new or little-known situations within broader (or multidisciplinary) contexts related to their area of study.

CB8 – That the students are able to integrate knowledge and handle the complexity of formulating judgements from information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgements.

CB9 – That the students know how to communicate their conclusions and the knowledge and underlying reasons that sustain them to specialist and non-specialist audiences in a clear and unambiguous way.

CB10 – That the students possess the learning skills to enable them to continue studying in a way that will necessarily be largely self-managed and autonomous.

SPECIFIC COMPETENCES

CE1 – Acquire bibliographical information on the current state of economics research

CE2 – Acquire bibliographical information on the current state of business research

CE3 – Understand the relevant existing theories, tendencies and debates

CE4 – Apply and extend existing theories to solve real problems

CE5 – Apply advanced techniques to real problems

CE6 – Formulate and answer questions in a way applicable to business strategies

CE7 – Formulate and answer questions in a way applicable to economic policy

CE8 – Formulate and contrast hypotheses related to theoretical assumptions and predictions

CE9 – Plan and organize empirical studies

CE10 – Plan and organize experimental studies

CE11 – Plan and organize field studies

CE12 – Plan and organize business diagnostic studies

CE13 – Programme in specific software for economic studies in the laboratory

CE14 – Programme in specific software for data analysis

CE15 – Solve technical and practical problems related to the design of experimental studies

CE16 – Solve technical and practical problems related to the design of empirical studies

CE17 – Solve technical and practical problems related to the organization, presentation and analysis of the data obtained from a study

CE18 – Assist as support staff in research projects

CE19 – Assist as support staff in consulting projects

CE20 – Draw up scientific articles

CE21 – Draw up consulting reports adapted to their possible users

CE22 – Public presentation and defence of own work

CE23 – Get to know the principal differences between countries (cultural effects) of economic values

CE24 – Get to know the principal differences between countries (cultural effects) of economic results

OBJECTIVES OR LEARNING OUTCOMES (ACCORDING TO THE MASTER'S PROGRAMME VALIDATION)



REPORT)
<p>The student will be able to:</p> <ul style="list-style-type: none"> · Acquire bibliographic information on the current state of business research. · Apply and extend existing theories to solve real problems. · Plan and organize empirical studies.
BRIEF DESCRIPTION OF THE COURSE CONTENT (ACCORDING TO THE MASTER'S PROGRAMME VALIDATION REPORT)
<p>This course aims to delve into the foundations of the Strategic Management of the Company in the processes of strategic analysis, formulation and implementation of the strategy. The main objective of this course is to provide students with specific knowledge about the different strategic options that make up the reality of the current company and show students different lines of research in the area of strategic company management.</p>
SYLLABUS
<p>THEORY AND PRACTICE SYLLABUS:</p> <p>PART 1: Main Theories on Management and Strategic Management. Chapter 1: Strategic Management and Strategic Competitiveness Chapter 2: The external environment: industry competition and competitor analysis</p> <p>PART 2: Resource and Capabilities Theory. Chapter 3: The internal organization: resources, capabilities, core competences and competitive advantages. Chapter 4: Knowledge Management and R&C Theory. Chapter 5: Research lines on R&C Theory.</p> <p>PART 3: Types of strategies PART 4: Vision and mission analysis PART 5: Strategy generation, selection, implementation and execution PART 6: Application on Theories to real problems: cases study</p>
REQUIRED AND RECOMMENDED READING
<p>REQUIRED READING:</p> <ul style="list-style-type: none"> • Navas-López, J.E. and Guerras-Martín (2018): Fundamentals of Strategic Management, 2nd Ed. Thomson-Reuters. <p>RECOMMENDED READING:</p> <ul style="list-style-type: none"> • Schuhmann, R. ;Eichhorn, B. (Eds.)(2019): Contractual Management, Springer • David, F. and David, F.R. (2017): "Strategic Management: A competitive advantage approach, concepts and cases". 16th Edition. Ed. Pearson: Essex: England. • Hitt, Ireland and Hoskisson (2011): "Strategic Management: Competitiveness and Globalization- Concepts and Cases, 11th Edition, Ed. Cengage Learning. • Grant, R. and Jordan, J. (2015): "Foundations of Strategy". 2nd Edition. Ed. Wiley: Wst Sussex, United Kingdom.



- DiMaggio, P.J.; Powell, W.W. (1983): "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields", American Sociological Review, Vol 48, No. 2, pp. 147-160.
- Williamson, O.E. (1973): "Markets and Hierarchies: Some Elementary Considerations", American Economics Review, Vol. 63, No. 2, pp. 316-325.
- Barney, J. (1991): "Firm Resources and Sustained Competitive Advantage", Journal of Management, Vol. 17, pp. 99-120.
- Eisenhardt, K.M.; Martin, J.A. (2000): "Dynamics Capabilities: What are They?", Strategic Management Journal, Vol. 21, pp. 1105, 1121.

Alavi, M. Leidner, D.E. (2001): "Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues", MIS Quarterly, Vol. 25, pp. 107-136.

USEFUL LINKS (OPTIONAL)

http://www.guerrasynavas.com/fsm_presentation.htm

TEACHING METHODOLOGY

The methodology will be based on three different aspects:

- Master lessons, to introduce the students the main topics.
- Discussion session, after reading the recommended papers, to get a deep knowledge of theories and research lines.
- Practical and case solving methodology, to apply the concepts and topics to real business cases.

ASSESSMENT (EVALUATION INSTRUMENTS, EVALUATION CRITERIA, PERCENTAGE OF FINAL MARK, ETC)

It will be conducted an **ongoing evaluation of student** training in order to assess (shown in parenthesis the weight of each item in the final assessment):

- Active participation in discussion sessions and the degree of interest of the interventions as well as attendance to subject' seminars, which are compulsory : 30%
- Presentation of a study case: 70%

Class attending is computed as the percentage of the sessions the student assist (including seminars specific to this subject).

Students who failed or did not attend classes should realize a **final evaluation** based on the same criteria:

- Written exam consisting in 10 shorts questions about the papers used during the classes.

Date of the final evaluation and extraordinary call will be fixed, no longer than 2 weeks after the end of the lecture period, if necessary and, at least 15 days before the exam.

Students authorized to realize a **unique final evaluation** would be evaluated using the following criteria:

- Written exam consisting in 10 shorts questions about the papers used during the classes

To be authorized to do so, students should ask the Coordinator for the final evaluation before the end of the second week of the course through the electronic process.



<p>DESCRIPTION OF THE EXAMS/TESTS THAT WILL FORM PART OF THE SINGLE FINAL ASSESSMENT "<u>EVALUACIÓN ÚNICA FINAL</u>" (AN ASSESSMENT METHOD THAT ONLY TAKES A FINAL EXAM INTO ACCOUNT) AS ESTABLISHED IN THE UGR ASSESSMENT POLICY AND REGULATIONS)</p> <p>Article 8 of the UGR Assessment Policy and Regulations establishes that students who are unable to follow continuous assessment methods due to justifiable reasons shall have recourse to a single final assessment (<i>evaluación única final</i>), which is an assessment method that only takes a final exam into account.</p> <p>In order to opt for a single final assessment (<i>evaluación única final</i>), students must send a request, using the corresponding online procedure, to the coordinator of the master's programme, in the first two weeks of the course or in the two weeks following their enrolment (if the enrolment has taken place after the classes have already begun). The coordinator will communicate this information to the relevant teaching staff members, citing and verifying the reasons why the student is unable to follow the continuous assessment system.</p> <p>In this case, the assessment will comprise:</p> <ul style="list-style-type: none"> All contents described in the syllabus 	
<p>SCENARIO A (ON-CAMPUS AND REMOTE TEACHING AND LEARNING COMBINED)</p>	
<p>TUTORIALS</p>	
<p>TIMETABLE (According to Official Academic Organization Plan)</p>	<p>TOOLS FOR TUTORIALS (Indicate which digital tools will be used for tutorials)</p>
<ul style="list-style-type: none"> See masteres.ugr.es/ugrme 	<ul style="list-style-type: none"> Google Meet
<p>MEASURES TAKEN TO ADAPT TEACHING METHODOLOGY</p>	
<ul style="list-style-type: none"> Synchronous Google Meet sessions Materials uploaded to students in PRADO Face to face 	
<p>MEASURES TAKEN TO ADAPT ASSESSMENT (Instruments, criteria and percentage of final overall mark)</p>	
<p>Ordinary assessment session</p>	
<ul style="list-style-type: none"> Online examinations with Google Meet Regular examinations Attendance measured thru Google Meet and participation in PRADO 	
<p>Extraordinary assessment session</p>	
<ul style="list-style-type: none"> Online examinations with Google Meet Regular examinations 	
<p>Single final assessment</p>	
<ul style="list-style-type: none"> Online examinations with Google Meet 	



<ul style="list-style-type: none"> Regular examinations 	
SCENARIO B (ONCAMPUS ACTIVITY SUSPENDED)	
TIMETABLE (According to Official Academic Organization Plan)	TOOLS FOR TUTORIALS (Indicate which digital tools will be used for tutorials)
<ul style="list-style-type: none"> See masteres.ugr.es/ugrme 	<ul style="list-style-type: none"> Google Meet
MEASURES TAKEN TO ADAPT TEACHING METHODOLOGY	
<ul style="list-style-type: none"> Synchronous Google Meet sessions Materials uploaded to students in PRADO 	
MEASURES TAKEN TO ADAPT ASSESSMENT (Instruments, criteria and percentage of final overall mark)	
Ordinary assessment session	
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Extraordinary assessment session	
<ul style="list-style-type: none"> Online examinations with Google Meet 	
Single final assessment	
<ul style="list-style-type: none"> Online examinations with Google Meet 	

