

Strategic management

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.



GENERAL DATA

Brief description

The strategic plan is the foundation on which the marketing plan, operations plan, human resources plan and financial plan are built.

Name

Strategic management

Code

102789

Academic year

2024-25

Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

ECTS Credits

3

Type

MANDATORY

Duration

Cuatrimestral

Language

CONTENTS

Contents

In order to get the most out of each session, participants should carry out pre- and post-session work. The work prior to each of the sessions is specified for each session and is mainly based on studying the PowerPoint or PDF presentations for each of the sessions and, where appropriate, of the notes and complementary articles that are specified as compulsory or recommended reading. Subsequent work, always within each subgroup, is also very important and is also specified in each case.

First session

It is compulsory to read the presentation for the first session beforehand. It is also necessary to read Lesson 1 in the reference book.

Second session

It is compulsory to read the presentation for the second session beforehand. It is also necessary to read Lesson 2 in the reference book. It is also compulsory to read the case study and resolution instructions.

Third session

The presentation for the third session and the article *Sector Analysis*; must be read beforehand. It is also necessary to read Lesson 3 in the reference book. Each subgroup should have completed the external analysis of the company that is the subject of the case study. (O, A)

Fourth session

It is compulsory to read the presentation for the fourth session beforehand. It is also necessary to read Lessons 4 and 5 in the reference book. It is recommended to read the article *How to quantify a SWOT analysis*;

Fifth session

It is compulsory to read the presentation for the fifth session and the article *How to work with matrices*; beforehand. Each sub-group shall also have completed the analysis of the company that is the subject of the case study.

Sixth session

It is compulsory to read the presentation for the sixth session beforehand. It is also useful to read Lessons 6 and 7 in the reference book. Each subgroup should also have a strategic alternative in mind for the company under analysis.

Seventh session

It is recommended that you read point 5.6 *Growth strategies and internationalisation*; in section 5, chapter 2 *The internationalisation strategy and the company*; in the Internationalisation Handbook available on the virtual campus. It is also useful to read Lesson 8 in the reference book.

During this session the lecturer will review the work of each subgroup, which should have been handed in to the lecturer in advance. The work of each subgroup should have been completed to an adequate level to make it useful to review. If this is not the case, the lecturer may choose not

to review it.

Eighth session

It is compulsory to read the presentation for the eighth session beforehand. It is also useful to read Lesson 9 in the reference book.

Ninth session

It is compulsory to read the presentation for the eighth session beforehand.

Tenth and eleventh sessions

Before the tenth session, each group will prepare a PowerPoint presentation (or projectable PDF) on the work done during the programme, to be presented in a maximum of 10 minutes. The presentation time may not be extended. Submissions must be handed in by the deadline by sending them to the inbox provided.

They will consist of a formal presentation of each group's work to the lecturer and their peers. To this end, the groups will have uploaded their presentations and checked all aspects relating to presenting the information before the start of the sessions in order to facilitate compliance with the presentation deadlines assigned to each group.

At their discretion, the lecturer may ask questions about the content or the way the work is presented.

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO2 - To acquire a body of theoretical and practical knowledge and learning skills, which will enable those who remain interested to pursue further, more specialised studies in the field of advanced research or doctoral studies.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S4 - To apply the appropriate procedure to achieving an international business objective.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S7 - To manage software and statistical programmes for data recording and analysis.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

Competencias

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA1.- Master classes	9	100
TA2.- Practical classes	9	100
TA3.- Individual and group work	32	5
TA5.- Individual student work	25	0

Teaching methods

Teaching method:

The course, which complements the theoretical part with a main case study and multiple examples, will be taught with a great deal of interaction between the teacher and the students, who will carry out a series of activities both individually and in small groups.

The lecturer is not just the person who teaches the classes; their work goes much further: it consists of making each student the protagonist of the training action. Participating learners are not recipients of information, but key agents in their learning.

Group work ensures the learning process of each participant, and gives them the opportunity to apply the knowledge acquired during the theoretical sessions.

Learning outcomes

At the end of the first session (Strategy) students will be able to:

- Understand that the company is part of an open system that is in permanent interaction with the environment.
- Understand the concept of strategy
- Understand the different levels of strategy, business unit strategy and corporate strategy
- Understand the concept of Strategic Management of the company and the need for company policy as an integrating guideline.

At the end of the second session (Strategic Direction) students will be able to:

- Understand a company's mission, vision, values and goals
- Understand the concept of company culture and values and their relationship to strategy
- Know who the different stakeholders in the company are

At the end of the third session (Analysis of the Environment) students will be able to:

- • Distinguish between macro and micro environments
- • Identify the opportunities and threats they present
- • Understand the basics of Porter's Five Forces tool.
- • Identify the company's competitors and the industry concept
- • Strategically characterise the macro and micro environment (life cycle, concentration)

At the end of the fourth session (Internal Analysis and Competitive Advantages) students will be able to:

- • Determine the key success factors for an activity
- • Know the basic techniques for analysing a company (value chain, strategic profile, means and capabilities)
- • Conduct a SWOT diagnosis and understand the usefulness of SWOT as an umbrella guide for actions

At the end of the fifth session (Tools: experience curve, BCG matrices and others) students will be able to:

- • Understand the dynamics that trigger the experience curve in generic volume environments
- • Understand the applicability of matrices as a tool for supporting decisions
- • Understand the applicability of the BCG matrices
- • Know multi-criteria decision-making methods

At the end of the sixth session (Strategic Alternatives) students will be able to:

- • Identify a company's strategic alternatives
- • Know the patterns of growth
- • Understand generic competitive strategies
- • Know the alternatives for maintenance and reduction

At the end of the seventh session (Internationalisation) students will be able to:

- • Know the basics of internationalisation strategies

At the end of the eighth session (Implementation of the Strategy and Plan) students will be able to:

- • Understand the complexity of the implementation process
- • Understand the set of measures that companies use to implement the strategy
- • Understand the concept of a strategic plan

At the end of the ninth session (Strategy/Structure Fit) students will be able to:

- • Know the management bodies for companies
- • Understand the conceptual basis on which companies are structured
- • Understand its relationship to structure, management style, knowledge management systems, balance of interests among management staff, competencies of key people and company culture

During the tenth and eleventh sessions, the participants of each subgroup will present to the

lecturer and to their peers the conclusions of the work they have done, if sufficiently developed, which will have been previously reviewed by the lecturer for each subgroup.

EVALUATION

Evaluation system

The evaluation of the course in its ordinary exam session is made up of continuous evaluation of the groups: 30% of the grade depends on the completion and presentation of the group work on time and on the quality of the work.

The remaining 70% of the final assessment mark depends on the grade for the final individual assessment test, which may be a multiple-choice and/or essay-type test, the format of which will be announced sufficiently in advance. It is essential to score at least 3.8 points (out of 10) in the individual test in order to be weighted with the group part.

The lecturer may increase or decrease the final mark achieved by up to +/- 10% according to the participation of each student, both quantitatively (number of interventions) and qualitatively (timeliness and quality of interventions), as well as the attention and attitude during the teaching sessions.

In the 2nd and subsequent exam sessions, 100% of the grade will depend on the test(s) (written tests, essays, assignments, oral exams, etc.), which will be determined by the teachers and communicated to the students sufficiently in advance.

FACULTY

Coordinator/s

Mata Verdejo, Emiliano

Ingeniero Aeronáutico, Doctor en Economía Aplicada.

Lecturers

Vidal Lucena, Gonzalo

Asesor Patrimonial, Agente Financiero y Gestor de Patrimonios.

INVERISIS BANCO

Ruiz de Ojeda Zurita, Javier

Ingeniero Superior Aeronáutico en 1976 (ETSIA, UPM, Madrid).

Socio, Avistadrone SL.

Hernández Holgado, Cristina

Licenciatura en Economía.

Director Comercial Mobility Interiors EMEA (Europe, Middle East, África).

Carpenter Co.

BIBLIOGRAPHY AND LINKS

Bibliography

The compulsory and recommended readings are indicated in the section on how the sessions are taught. A table of contents for the assignments is provided and is explained in detail in a note on the subject in the campus contents.

In addition to the presentations, articles and technical notes, the general reference text for the course is “Fundamentos de Dirección Estratégica de la Empresa” by L.A Guerras and J.E Navas, Editorial Civitas.