

TEACHING GUIDE

1. BASIC INFORMATION

Subject	Strategic Management
Degrees	Business Administration and Management (ADE)
Faculties	Faculty of Business Administration and Law
ECTS	6
Character	Mandatory
Language	English
Mode	In-person
Semester	Fifth
Subject Coordinator	Seamus O'Brien

2. PRESENTATION

The main objective of this module is to expose students to dynamic, complex, diversified, fast-moving, and highly competitive business environments so that they can explore and appreciate the challenges of organizations when formulating and implementing competitive strategies. The module examines relevant techniques for analyzing industries, competitors and organizations and provides a contextualized framework of business environments to enable students to acquire a sound theoretical and practical understanding of strategic management.

3. COMPETENCIES AND LEARNING OUTCOMES

Type	Code	Description
Basic	BC02	That students know how to apply their knowledge to their work or vocation in a professional manner and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.
	CB03	That students have the ability to gather and interpret relevant data (normally within their area of study) to make judgments that include reflection on relevant issues of a social, scientific or ethical nature.
General	GC01	Resolve complex and unpredictable situations systematically, creatively and with critical judgment, making decisions with incomplete information and assuming risks in the field of business management.
	GC03	Demonstrate the ability to analyze, synthesize and evaluate in the field of business management.
Transversal	TC01	Demonstrate ethical and aesthetic conduct with social responsibility and commitment to sustainability
	TC02	Acquire a global and international vision to function in an environment of social and cultural diversity.
	TC03	Demonstrate oral and written communication skills in a foreign language.
	TC05	Solve problems and make decisions by applying knowledge, methods and tools in your academic and professional field.
	CT07	Demonstrate skills and attitudes for autonomous work and teamwork.
Specific	CE23	Know the general characteristics and foundations of business management and organization and know how to use the instruments and tools available to analyze and design business policies and strategies.

Code	Description
LO01	Know the framework to be able to carry out an analysis of the strategy.
LO02	Be able to analyze the main concepts related to competitiveness and business strategy..
LO03	Know how to carry out strategic diagnoses in complex and uncertain environments, using the appropriate methodologies to resolve them.
LO04	Be able to use the techniques and tools for the analysis and design of business and corporate strategies that organizations can carry out.

4. CONTENT

Unit I Managing People in Organizations

- 1.1. Strategy: Theory and Practice – An Introduction
- 1.2. Strategy, Industry Competitive Forces and Positioning
- 1.3. Porter's Five Forces
- 1.4 Generic Strategies
- 1.5. Strategy, Resources and Capabilities
- 1.6. Value Chain
- 1.7. Strategy and Innovation

Unit II Managing Organizational Practices

- 2.1 Strategy: Make or Buy?
- 2.2 Strategy and Collaboration
- 2.3 Strategy: Going Global

Unit III Managing Organizational Processes and Structures

- 3.1. Strategy and Corporate Governance
- 3.2. Strategy Processes
- 3.3. Strategy as Practice
- 3.4 Strategy and Organizational Politics
- 3.5 Strategic Change

5. TEACHING AND LEARNING METHODOLOGIES

UIE develops an innovative academic model centered on the learner, combining different philosophical approaches to Teaching-Learning (T-L), a wide variety of learning activities—especially those in which students take an active role in knowledge construction—continuous guidance, and the intensive use of technology as a facilitating tool, creating a unique and innovative learning ecosystem.

The training is conducted in an in-person modality, including synchronous virtual learning, supported by a cutting-edge virtual campus that provides flexibility and personalization within a ubiquitous learning (U-Learning) model.

Additionally, in alignment with its founding and corporate principles of social responsibility, UIE not only encourages the participation of its entire university community in volunteer and social service activities but also incorporates the Service-Learning (ApS) approach as a formal component of its teaching-learning strategies.

Code	Activity	Type	E-A Mode	Approach
TM01	Initial Contact and Motivation	I	Introductory	IP
TM02	Presentation, Work Plan and Commitment	I		
TM03	Lecture	T	Expository and Participatory	IP
TM04	Invited Expert Talks	T		
TM05	UIE Methodology	P	Guided/Independent	IP/NP
TM07	Virtual Campus Activity	T/P		
TM08	Content Study	T	Independent	NP
TM09	Project and Assignment Development	T/P		
TM13	Presentations	T/P	Guided	PR
TM16	Use of Software Tools	P		
TM17	Laboratory Practices	Q		
TM19	Service-Learning (S-L)	T/P	Service-Learning	IP
TM20	Tutorials	T/P	Personalised (Individual/Group)	IP
TM21	Learning Contract	I/T/P		
TM22	Portfolio (Portfolio Assessment)	T/P	Autonomous	NP
TM23	Discussion Forums	T/P		
TM24	Analysis and Synthesis of Documentary Material	T		
TM25	Monitoring and Completion	C	Continuous Self-Assessment	NP

I: Informative T: Theoretical P: Practical C: Complementary IP: In-person NP: Non-in-person

6. TRAINING ACTIVITIES

The following identifies the types of educational activities that will be carried out:

Code	Name	Modality	Type of activity
AF01	Introductory	IP	Motivational/Informative
AF02	Expository and Participatory	IP	Theoretical
AF03	Guided	IP	Theoretical / Practical
AF04	Personalized (Individual / Group)	IP	Theoretical / Practical
AF05	Autonomous	NP	Theoretical / Practical
AF06	Service-Learning	IP	Service-Learning
AF07	Continuous self-assessment	NP	Quality Assessment

IP: In-person NP: Non-in-person

7. EVALUATION

The model also includes the continuous assessment process as an essential part of verifying the competencies acquired. For UIE, and in line with the proposed improvement of the teaching-learning process for the European Higher Education Area (EHEA), the assessment system, called Learning Outcomes Review (LOR), is developed as a more humanized process, distancing itself from traditional systems where students risk their fate in exams (sessions), sometimes with high and decisive percentage weights, leading to stress, frustration, and occasionally, dropout.

The UIE LOR system is continuous, shared, and progressive, allowing for the monitoring of learning throughout the entire period, making it a natural process to which students turn without negative emotions and aware of the need to understand their own progress.

Code	Evaluation Activity	Weighting %	Type	Mode
AE01	Partial Tests	40	Discrete	O/E
AE05	Participation in the Virtual Campus	10	Discrete (Pass/ Fail)	
AE06	Participation, Daily Activities and Volunteering	5	Discrete (Pass/ Fail)	O
AE09	Digital Portfolio	45	Discrete	O/E
AE10	Retake Partials	-	Discrete	W/O
		100		

Mode: O: Oral W: Written O/E: Both

8. BIBLIOGRAPHY

- Clegg, S. R., Pitelis, C., Schweitzer, J., & Whittle, A. (2023). *Strategy: Theory and practice* (4th ed.). Sage.
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy: Text and cases* (8th ed.). Prentice Hall.

9. TUTORIALS

MD20 Tutorial (2%): Students must attend at least three personalized tutorials throughout the semester. This is an all-or-nothing activity (“Pass-Fail”), meaning that all three tutorials must be completed.

10. QUALITY SURVEYS

MD25 Quality Management (2%): Students must complete four forms throughout the semester related to UIE's quality management. This is an all-or-nothing activity (“Pass-Fail”), meaning that all four forms must be completed within the deadlines specified in the course activity plan. The activity aims to timely assess the development of the teaching-learning process and the transversal competence related to critical and self-critical thinking.