

TEACHING GUIDE

1. BASIC INFORMATION

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|---------------------|---|
| Subject | Strategic Planning and Development |
| Degrees | Business Engineering (GIE) |
| Faculties | Faculty of Engineering and Business Technology |
| ECTS | 6 |
| Character | Mandatory |
| Language | English |
| Mode | Synchronous In-person |
| Semester | Fifth |
| Subject Coordinator | Begoña Pereira Otero |

2. PRESENTATION

The main objectives of the Strategic Planning and Development subject are to learn and apply methodologies, models and tools to analyse and diagnose both the impact of external factors on the competitiveness of a company, and the needs to plan and develop business models and organizational structures that facilitate the competitiveness of the company. At the end of the subject, you will be able to analyse, design and develop business strategies that are consistent with the sectors or businesses in which a company competes.

3. COMPETENCIES AND LEARNING OUTCOMES

| Competencies | Code | Description |
|--------------------|-------------|--|
| Basic | CB01 | Students have demonstrated that they possess and understand knowledge in an area of study that is based on general secondary education and is usually at a level that, while supported by advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study. |
| | CB02 | Students know how to apply their knowledge to their work or vocation in a professional manner and have the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study. |
| General | CG02 | Effectively determine objectives, priorities, methods and controls to carry out tasks by organizing activities within the timeframes and resources available in the field of business management. |
| | CG03 | Demonstrate the ability to analyze, synthesize and evaluate in the field of business management. |
| | CG04 | Work in an international and intercultural context in the field of business management. |
| | CG05 | Use the potential of cutting-edge technologies to contribute to improving the competitiveness of the company or organization in the field of engineering and business. |
| Transversal | CT03 | Demonstrate oral and written communication skills in a foreign language. |
| | CT05 | Solve problems and make decisions by applying knowledge, methods and tools in their academic and professional field. |

| Competencies | Code | Description |
|------------------------------|-------------|---|
| | CT07 | Demonstrate skills and attitudes for autonomous work and teamwork. |
| | CT08 | Use knowledge, skills, abilities and attitudes to communicate in digital environments. |
| | CT09 | Demonstrate the ability to write and/or present reports with academic and professional rigor. |
| Specific Competencies | SC17 | Use methodologies and software tools to develop business strategic development plans. |

| Code | Description |
|------|--|
| LO01 | Apply the concepts of classical strategic planning. |
| LO02 | Identify the general aspects of external environments. |
| LO03 | Identify internal resources, competencies and capabilities |
| LO04 | Recognize the drivers and cycles of the slow, standard and fast market of competitiveness. |
| LO05 | Identify the levels of related and unrelated diversification. |
| LO06 | Determine the international strategy at the business and corporate level. |
| LO07 | Use software tools in the field of the subject. |
| LO08 | Prepare a critical analysis and presentation of at least 4 scientific articles |
| LO09 | Prepare a business strategic planning project |

4. CONTENT

Unit I. Strategic Planning: the classic model.

Topic 1. Strategy at business, corporate, international and cooperative level.

Topic 2. The internal and external environment: Porter's 5 forces and emerging strategies.

Topic 3. Organizational structures and control: Balanced Scorecard, management and strategic competitiveness.

Topic 4. Leadership and CSR in strategic planning.

Unit II. Strategic Planning: the development.

Topic 1. Internal organizational analysis and development of strategic options.

Topic 2. The strategic planning process and evolution of performance.

Topic 3. Planning tools: data analysis and artificial intelligence for strategic planning.

Topic 4. Implementation, monitoring and control of business strategy.

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 | Teaching Modality | Mode |
|------|--|-------|-----------------------------------|-------|
| MD01 | First Contact and Motivation | I | Introductory | PR |
| MD02 | Presentation, Work Plan and Commitment | I | | |
| MD03 | Master Class | T | Expository and Participatory | PR |
| MD04 | Invited Expert Talks | T | | |
| MD07 | Activity on the UIE Virtual Campus | T/P | | |
| MD08 | Content Study | T | Guided & Autonomous | PR/NP |
| MD09 | Preparation of Projects and Works | T/P | | |
| MD10 | Case Study | P | | N/P |
| MD12 | Debates/Discussions | P | | |
| MD13 | Exhibitions | T/P | | |
| MD16 | Use of Software Tools | P | | |
| MD20 | Tutoring | T/P | Personalized (Individual / Group) | PR |
| MD21 | Learning Agreement | I/T/P | | |
| MD25 | Mentoring and Completion | C | Continuous self-assessment | NP |

I: Informative **T:** Theoretical **P:** Practical **C:** Complementary

PR: 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 | 30 | Discrete | W |
| AE02 | Final Partial Test | 20 | Discrete | W |
| AE03 | Projects | 10 | Discrete | W |
| AE04 | Presentation | 10 | Discrete | O |
| AE05 | Participation in the Virtual Campus | 5 | Discrete | W/O |
| AE06 | Participation, Daily Activities and Volunteering | 25 | Discrete (Pass/ Fail) | W/O |
| AE10 | Retake Partial | - | | W |
| | | 100 | | |

Mode: O: Oral W: Written O/E: Both DF: Digital Folder

8. BIBLIOGRAPHY

- Gamble, J.E., Peteraf, M.A. & Thompson, A.A. (2024). *Essentials of strategic management*. McGraw-Hill Higher Education.
- Navas-López, J.E. & Guerras-Martín, L.A. (2018). *Fundamentals of Strategic management*. Civitas.
- Whittington, R; Regnér, P; Angwin, D; Johnson, G. & Scholes, K. (2024). *Exploring Strategy: Test and Cases*. Pearson.

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.