



Universidad
de Huelva

Faculty of Business and Tourism

GENERAL SPECIFICATIONS

Subject Data

Name:

PLANIFICACIÓN Y CONTROL ESTRATÉGICOS

English name:

PLANNING AND STRATEGIC CONTROL

Code:

858510221

Type:

Obligatory

Hours:

	Total	In class	Out class
Time distribution	150	45	105

ECTS:

Standard group	Small groups			
	Classroom	Lab	Practices	Computer classroom
4.2	4.2	0	0	0

Departments:

MANAGEMENT AND MARKETING

Knowledge areas:

BUSINESS ORGANIZATION

Year:

4°

Semester

1

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TEACHING STAFF

Name:	E-mail:	Telephone
PhD. Francisco José Riquel Ligeró	francisco.riquel@dem.uhu.es	959 21 79 24
Others Data (Tutoring, schedule...)		
<p>PhD. FRANCISCO JOSÉ RIQUEL LIGERO</p> <p>AREA: BUSINESS ORGANIZATION</p> <p>DEPARTMENT: Management and marketing</p> <p>OFFICE: Office 34 Faculty of Business Studies and Tourism (2nd floor). Office 3.4 Faculty of Labor Sciences (3rd floor).</p> <p>E-MAIL: francisco.riquel@dem.uhu.es</p> <p>PHONE: 959217924</p> <p>TIMETABLE:</p> <p>1st semester: Wednesday, 11:00 - 15:00 hours (office 3.4 Faculty of Labor Sciences). Wednesday, 17:30 - 19:30 hours (office 34 Faculty of Business Studies and Tourism).</p> <p>2st semester: Monday, 12:30 - 15:30 hours (office 34 Faculty of Business Studies and Tourism). Wednesday, 12:30 - 15:30 hours (office 34 Faculty of Business Studies and Tourism).</p>		

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

1.1 In English:

Strategy formulation: generic strategies, strategy and competitive situations, strategy and life cycle, growth strategies.

Evaluation and selection of strategies.

Implementation of the strategy: leadership and organizational culture, the direction of strategic change.

Strategic control.

1.2 In Spanish:

Formulación de la estrategia: estrategias genéricas, estrategia y situaciones competitivas, estrategia y ciclo de vida, estrategias de crecimiento.

Evaluación y selección de estrategias.

Implantación de la estrategia: liderazgo y cultura organizacional, la dirección del cambio estratégico

El control estratégico.

2. Background:

2.1 Situation within the Degree:

This course allows advancing in the understanding of the strategic process of a company, facilitating an integrative vision of its management and contributing to develop a strategic mind that contemplates the long-term direction of the firm in relation with its environment and capabilities.

2.2 Recommendations

This course is taught entirely in English. Therefore, students must have an adequate knowledge of the English language (at least B1, recommended B2).

Advisable to have some knowledge on Strategic Analysis (strategy formulation).

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3. Objectives (as result of teaching, or skills or abilities and knowledge):

GENERALS

- Develop a strategic mind that contemplates the direction of the company in a long-term horizon in relation to its environment and capabilities.
- Awakening interest in the need to formulate and implement long-term strategic plans for businesses, as well as the control of their results.

SPECIFICS

- Enable students to formulate and implement long-term strategic plans in businesses.
- Develop the competence for being able to design and put into practice a strategic control system, specifically a Balanced Scorecard.

4. Skills to be acquired

4.1 Specific Skills:

CE5: To know the most common strategic analysis tools in the study of a company and its environment, as well as to understand how to apply the main lines of current strategic thinking, the role of competition and the search for competitive advantage; understanding the roots of business success and failure, knowing in depth the concepts and tools for formulation, implementation and control of a firm strategy.

4.2 General, Basic or Transversal Skills:

CB1: Demonstrate to understand and have acquired knowledge about an area of study that starts from basic Secondary Education, and is often supported by advanced textbooks, but also includes some aspects that involve knowledge related to the forefront of their field of study.

CB2: Know how to apply their knowledge to their work or vocation in a professional way. They should also possess the skills that are usually demonstrated through the elaboration and defence of arguments and in problem solving within their area of study.

CB3: Gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific or ethical issues.

CB4: Be able to convey information, ideas, problems and solutions to both specialised and nonspecialized audiences.

CB5. Develop the learning skills required to undertake further studies with a high degree of autonomy.

TC2. Develop a critical attitude, being able to analyse and synthesize.

TC3. Develop an attitude of inquiry that permanently enables to review and deepen in the knowledge.

TC4. Acquire Computer and Information Skills (CI2) and apply them working.

TC6: Promote, respect and safeguard human rights, democratic values, social equality and environmental sustainability, without discrimination on the basis of birth, race, sex, religion, opinion or other personal or social circumstances.

5. Training Activities and Teaching Methods

5.1 Training Activities:

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- Theoretical sessions about the contents of the course
- Academically oriented activities.
- Student's individual work.

5.2 Teaching Methods:

- Theoretical sessions about the contents of the course.
- Academically oriented activities.
- Evaluation tests.
- Tutorial sessions.

5.3 Development and Justification:

The teaching and training methodologies have been developed in order to achieve the objectives of the course and the developing the skills.

6. Detailed Contents

PART I: FORMULATION OF THE STRATEGY

Theme 1. Competitive strategies

1. Introduction
2. The Porter's approach: generic strategies
3. Definition of business models: the CANVAS technique

Basic bibliography:

Vargas Sánchez, A. Dirección Estratégica/Strategic Management. Available in the online platform of the course

Theme 2.GROWTH STRATEGIES

1. Introduction
2. The Ansoff's Growth Matrix. An integrating approach (Basic bibliography: Vargas, chapter 8, available in the online platform of the course).
3. Vertical integration and scope of the firm (Basic bibliography: Grant)
4. Internal and external growth (Basic bibliography: Johnson et al)

Theme 3. STRATEGY AND COMPETITIVE SITUATIONS

1. Defensive strategies and strategies of attack (Basic bibliography: Lynch).
2. Industry evolution and strategic change (Supplementary bibliography: Grant).
3. Technology-based industries and the management of innovation (Supplementary bibliography: Grant).

Theme 4. EVALUATION AND SELECTION OF STRATEGIC ALTERNATIVES

1. Success criteria
2. Suitability

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3. Acceptability

4. Feasibility

Basic bibliography: Johnson et al.

PART II: ESTABLISHMENT OF A STRATEGIC CONTROL SYSTEM

Theme 5. STRATEGIC CONTROL

1. Introduction: the process of (strategic) control.

2. The Balanced Scorecard (BSC).

Ebook:

<http://0-site.ebrary.com.columbus.uhu.es/lib/bibuhuelib/docDetail.action?docID=10114258>

PART III: STRATEGY IMPLEMENTATION

Theme 6. LEADERSHIP AND ORGANIZATIONAL

1. Purpose and the role of leadership.

2. Purpose shaped by ethics and Corporate Social Responsibility.

3. Strategy before structure?

4. Building the organization's structure: basic principles. Types of organizational structures.

5. Choice of management style and culture.

Basic bibliography: Lynch.

Theme 7. MANAGING STRATEGIC CHANGE

1. Introduction

2. Diagnosing the change situation.

3. Change management: styles and roles.

4. Levers for managing strategic change.

5. Potential pitfalls of change programs.

Basic bibliography: Johnson et al.

Supplementary bibliography: Lynch.

7. Bibliography

7.1 Basic Bibliography:

- Grant, R.M. Contemporary Strategy Analysis. Oxford: Blackwell Publishers, 2008 & 2010.
- Johnson, G.; Scholes, K.; Whittington, R. Exploring Corporate Strategy. Text and Cases. Harlow: FT-Prentice Hall, 2005 & 2008.
- Lynch, R. Corporate Strategy. Harlow: FT-Prentice Hall, 2006.
- Vargas, A. Strategic Management. Huelva: University of Huelva, 2009.

7.2 Additional Bibliography:

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- Johnson, G.; Whittington, R.; Scholes, K.; Angwin, D.; Regnér, P. Exploring Strategy. Text and Cases. Harlow: Pearson, 2017.
- Lynch, R. Strategic Management. Pearson, 2015.
- Macmillan, H.; Tampoe, M. Strategic Management. Oxford University Press, 2000.
- Navas-López, J.E.; Guerras-Martín, L.A. Fundamentals of strategic management. Madrid: Civitas, 2013.
- Niven, P.R. Balanced Scorecard Diagnostics: Maintaining Maximum Performance. John Wiley & Sons, 2005.

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8. Systems and Assessment Criteria

8.1 System for Assessment:

- Written exam.
- Continuous evaluation.

8.2 Assessment Criteria and Marks:

8.2.1 Examinations Convocatory I

The grading system used in the matter is in accordance with that established in article 5 of Royal Decree 1125/2003, of September 5, which establishes the European system of credits and the grading system in official university degrees and valid throughout the national territory.

The subjects of the study plan will be graded according to the following numerical scale from 0 to 10, with expression of a decimal, to which its corresponding qualification may be added qualitative: 0.0 to 4.9: Fail (SS); 5.0 to 6.9: Pass (AP); 7.0 to 8.9: Good (NT); 9.0 to 10: Outstanding (SB).

The mention "Honors" may be awarded to students who have obtained a score equal to or greater than 9.0. Their number may not exceed 5% of the students enrolled in a subject in the corresponding academic year, unless the number of students enrolled is less than 20, in which case a single "Registration honorary". In the event that more students than those allowed could access, it will be prioritized by the qualification obtained.

The weighting in the continuous evaluation of the different activities will be as follows:

- Individual final exam about theoretical and practical contents of the syllabus. It will be the 60% of the final mark of the subject. The exam will contain a theoretical part and a practical part. The theoretical exam, which will constitute 40% of the total grade for the subject, that is, 4 points, will consist of a multiple choice exam, with a minimum of 20 single-answer questions, and where both wrong and wrong answers will be subtracted. replied. While the practical exam will include two practical cases or problems on the subject taught and will account for 20% of the total grade for the subject, that is, 2 points.
- Individual case writing exercise (details on this course work are available in Moodle) will be other 20% of the final mark.

The same evaluation system will be applied to all exams calls, whether ordinary or extraordinary.

8.2.2 Examinations Convocatory II

Same evaluation system as for Convocatory I.

8.2.3 Examinations Convocatory III

Same evaluation system as for Convocatory I.

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8.2.4 Extraordinary Convocatory

Same evaluation system as for Convocatory I.

8.3 Single Final Evaluation:

For those student who have chosen the final evaluation, in the terms and form established in article 8 of the Regulation, the individual final exam will be the 80% of the final mark of the subject and individual case writing exercise (details on this course work are available in Moodle) will be other 20% of the final mark of the subject.