



Faculty of Business Sciences and Tourism

GENERAL SPECIFICATIONS

COURSE 2025-26

DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT

Subject Data

Name:

STRATEGIC ANALYSIS

English name:

STRATEGIC ANALYSIS

Code:

858510217

Type:

Compulsory

Hours:

	Total	In class	Out class
Time distribution	150	45	105

ECTS:

Standard group	Small groups			
	Classroom	Lab	Practices	Computer classroom
4.8	1.2	0	0	0

Departments:

BUSINESS MANAGEMENT AND MARKETING

Knowledge areas:

BUSINESS ORGANISATION

Year:

3rd - Third

Semester

Second

ANEXO I

TEACHING STAFF

Name:	E-mail:	Telephone
Elena García de Soto Camacho	Elena.gardeso@dem.uhu.es	959217862
Cinta Pérez Calañas	cinta.calanas@dem.uhu.es	

Others Data (Tutoring, schedule...)

B) TEACHERS

RESPONSIBLE FOR THE SUBJECT

NAME	ELENA GARCÍA DE SOTO CAMACHO		
DEPARTMENT	BUSINESS MANAGEMENT AND MARKETING		
AREA OF KNOWLEDGE	BUSINESS ORGANISATION		
OFFICE NUMBER	dean's office	LOCATION	Faculty of Business Sciences and Tourism
E-MAIL	elena.gardeso@dem.uhu.es		TELEPHONE +34.959.217862
WEB URL		VIRTUAL CAMPUS	Moodle

Timetable of the course:

- Large Groups: Monday and Wednesday (T1: 12:30-14:30; T2: 15.30- 17:30).
- Small Groups: Consult Weekly Programme of the Bachelor's Degree in Business Administration, Double Degree ADE+FICO, Double Degree ADE+Tourism (Third year, C2).

Tutoring Schedule

- First term: Mondays and Thursdays from 10:30-13:30 Faculty of Business Sciences and Tourism).
- Second term: Tuesdays and Thursdays from 10:30-13.30 (Faculty of Business Sciences and Tourism).

OTHER TEACHERS

NAME: CINTA PÉREZ CALAÑA
 DEPARTMENT: BUSINESS MANAGEMENT AND MARKETING
 AREA OF KNOWLEDGE: BUSINESS ORGANISATION
 OFFICE: Nº 43 (Faculty of Business Sciences and Tourism) E-MAIL:
 cinta.calanas@dem.uhu.es
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TUTORIALS:
 First four-month period: Mondays and Wednesdays from 16:00 to 18:00 (Faculty of Business Studies and Tourism) Second four-month period: Tuesdays and Thursdays from 19:30 to 21:30 (Faculty of Business Studies and Tourism)

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

I.1 In English:

- Management strategic Fundaments: strategic management as a management system.
- Strategic thinking
- External analysis: general environment, particular environment: the competitive structure of the sectors.
- Internal analysis: methodology and elements.
- Strategic diagnostics

I.2 In Spanish:

- Fundamentos de la dirección estratégica: la dirección estratégica como sistema de dirección
- El pensamiento estratégico
- Análisis externo: entorno general, entorno particular: la estructura competitiva de los sectores
- Análisis interno: metodología y elementos
- Diagnóstico estratégico

2. Background:

2.1 Situation within the Degree:

This subject allows further progress in the understanding of the business administration process, facilitating a holistic view of management and developing a strategic mind that contemplates the management of the company in a long-term horizon in relation to the environment and the capabilities of the organisation.

2.2 Recommendations

There are none.

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

GENERAL

- Develop a strategic mind that looks at the direction of the company on a long-term horizon in relation to the environment.
- To develop an interest in the analysis of the company and its environment.

SPECIFIC

- To know the basic principles of strategic management.
- To know the instruments of strategic analysis of the company.

4. Skills to be acquired

4.1 Specific Skills:

SC5: Knowing the most common tools of strategic analysis in the analysis of the company and its environment and understanding and applying 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 the formulation and development of a strategy.

4.2 General, Basic or Transversal Skills:

CB1: Students have demonstrated knowledge and understanding in an area of study that builds on the foundation of general secondary education, and is usually at a level that, while relying on advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.

CB2: Students are able to apply their knowledge to their work or vocation in a professional manner and possess the competences usually demonstrated through the development and defence of arguments and problem solving within their field of study.

CB3: Students have the ability to gather and interpret relevant data (usually within their area of study) in order to make judgements that include reflection on relevant social, scientific or ethical issues.

CB4: Students are able to convey information, ideas, problems and solutions to both specialist and non-specialist audiences.

CB5: That students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.

CG1: Students develop cognitive, instrumental and attitudinal competences in the context of Business Administration and Management.

CT1: Correctly master the Spanish language, the different styles and specific languages necessary for the development and communication of knowledge in the scientific and academic sphere.

CT2: Development of a critical attitude in relation to the capacity for analysis and synthesis.

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CT3: Development of an attitude of enquiry that allows for the permanent revision and advancement of knowledge.

CT4: Ability to use Computer and Information Competences (C12) in professional practice.

CT6: Promote, respect and ensure human rights, equality without discrimination on grounds of birth, race, sex, religion, opinion or other personal or social circumstance, democratic values, social equality and environmental sustainability.

5. Training Activities and Teaching Methods

5.1 Training Activities:

- Theory/practical sessions on the contents of the programme.
- Academic activities directed by the teaching staff: seminars, lectures, development of work, debates, group tutorials, reports, reports, assessment/self-assessment activities.

5.2 Teaching Methods::

- Theoretical face-to-face classes.
- Practical face-to-face classes.
- Evaluation tests.
- Tutorials.

5.3 Development and Justification:

All the material necessary to follow the theoretical and practical classes will be available on the Moodle e-learning platform (<http://moodle.uhu.es>). The page will contain information about the contents of the course, the work plan, the timetable of the theoretical and practical classes, as well as links of interest to the course.

For the theoretical classes, the resources to be used are the blackboard (traditional and electronic version), the projection of presentations with the aid of the computer and supplementary material supplied by the teaching staff (photocopies, electronic files, etc.). In the practical classes, the contents covered in the theoretical classes will be applied, emphasis will be placed on the resolution mechanisms, their limitations and advantages, as well as a critical analysis of the results achieved.

These practical classes will be interactive and student participation will be taken into account when assessing their level of learning.

6. Detailed Contents

BLOCK I. FUNDAMENTALS OF STRATEGIC MANAGEMENT

Theme 1. Strategic Management as a Management System

1.- The management or corporate steering function. 2.-

The management process.

3.- Concept of strategy. Elements and content.

4.- Strategic Management. Example.

5.- Strategic Management. Process.

6.- Strategic Management. Concept. 7.-

Strategic decisions.

Theme 2: Strategic Thinking

Introduction.

2.- Vision.

3.- Mission.

4.- Corporate Values.

5. The Strategic Objectives

6.- The basic strategy and its review.

7.- Strategy in its different levels: corporate, business and functional.

8.- CANVAS Matrix

BLOCK II. EXTERNAL STRATEGIC ANALYSIS

Theme 3: Environmental Analysis.

1.- Introduction.

2.- Analysis of the General Environment: PESTEL Analysis

3.- Analysis of the future environment: The scenario method.

4.- Analysis of the Competitive Environment: Porter's five forces model.

4.1 Potential competition: threat of new competitors.

4.2 Rivalry between current competitors.

4.3 Pressure from substitutes.

4.4 Bargaining power of buyers.

4.5 Bargaining power of suppliers.

4.6 Action by the public authorities.

4.7 Strategic groups: Definition

BLOCK III. INTERNAL STRATEGIC ANALYSIS

Theme 4: Internal Analysis (I). Methodology

1.- Introduction.

2.- The Identity of the company

3.- Functional Analysis

4.- Value chain and value system.

4.1 Value activities.

4.2 Horizontal and vertical interdependencies.

5.- Competitor research: Benchmarking

Theme 5: Internal Analysis (II). Elements

1.- Introduction.

2.- Resource and Capacity Analysis.

2.1 Identification of resources and capacities.

2.2 Strategic resource and capacity assessment

2.3 Resource management.

BLOCK IV. STRATEGIC DIAGNOSIS

Theme 6: Strategic Diagnosis

1.- Introduction.

2.- The strategic profile of the company.

3.- SWOT and CAME analyses.

7. Bibliography

7.1 Basic Bibliography:

GENERAL BIBLIOGRAPHY

Bueno Campos, E. Dirección Estratégica de la empresa. Metodología, técnicas y casos. Madrid: Pirámide, 1996.

Bueno Campos, E.; Morcillo Ortega P., y Salmador y Sánchez, M.P. Dirección estratégica. Nuevas perspectivas teóricas. Madrid: Pirámide, 2005.

Bueno Campos, E.; Salvador Sánchez, M.P.; Merino Moreno, C. y otros. Dirección estratégica. Desarrollo de la estrategia y análisis de casos. Madrid: Pirámide, 2006.

Dess, G.G.; Lumpkin, G.T. Dirección Estratégica. Madrid: McGraw-Hill, 2003.

Grant, R.M. Contemporary Strategy Analysis. Concepts, Techniques, Applications. Blackwell Publishers, 1998.

Grant, R.M. Dirección Estratégica: conceptos, técnicas y aplicaciones. Madrid: Cívitas, 2004.

Hill, C.W.L.; Jones, G.R. Administración Estratégica. Un enfoque integrado. Santafé de Bogotá: McGraw-Hill, 1996.

Johnson, G.; Scholes, K. Exploring Corporate Strategy. Text and Cases. Prentice Hall International, 2019

Johnson, G.; Scholes, K.; Whittington, R. Dirección Estratégica. Madrid: Pearson Prentice-Hall, 2006 (Séptima Edición).

Johnson, G.; Scholes, K.; Whittington, R. Fundamentos de Estrategia. Madrid: Pearson Educación, 2010.

Macmillan, H.; Tampoe, M. Strategic Management. OxfordUniversity Press, 2000.

Menguzzato, M.; Renau, J.J. La Dirección Estratégica de la empresa. Un enfoque innovador del management. Barcelona: Ariel, 1991.

Mintzberg, H.; Quinn, J.B.; Ghoshal, S. El proceso estratégico (edición europea revisada). Madrid: Prentice Hall, 1999.

Navas López, J.E.; Guerras Martín, L.A. La Dirección Estratégica de la empresa. Teoría y aplicaciones. Madrid: Cívitas, 2022.

Navas López, J.E.; Guerras Martín, L.A. Casos de Dirección Estratégica de la Empresa. Madrid: Civitas, 2000.

Porter, M.E. Estrategia competitiva. Técnicas para el análisis de los sectores industriales y de la competencia. México: CECSA, 1987.

Porter, M.E. Ventaja competitiva. Creación y sostenimiento de un desempeño superior. México: CECSA, 1987.

Vargas Sánchez, A. Dirección Estratégica. Análisis y Diagnóstico. Publicaciones de la Universidad de Huelva. Materiales para la Docencia, nº 16. Huelva, 2002 y 2004.

Ventura Victoria, J. *Análisis competitivo de la empresa: un enfoque estratégico*. Madrid: Cívitas, 1994.

7.2 Additional Bibliography:

SPECIFIC BIBLIOGRAPHY

BLOCK I. FUNDAMENTALS OF STRATEGIC MANAGEMENT

Theme 1. Strategic Management as a Management System

Vargas Sánchez, A. *La Dirección Estratégica. Fundamentos para la formulación de la estrategia empresarial*. Asunción: Universidad Columbia del Paraguay, 1999, capítulo 1.

Theme 2: Strategic Thinking

Vargas Sánchez, A. *La Dirección Estratégica. Fundamentos para la formulación de la estrategia empresarial*. Asunción: Universidad Columbia del Paraguay, 1999, capítulo 2.

<http://www.quickmba.com/strategy/levels/>

BLOCK II. EXTERNAL STRATEGIC ANALYSIS

Theme 3: Analysis of the Environment.

Navas López, J.E.; Guerras Martín, L.A. *La Dirección Estratégica de la empresa. Teoría y aplicaciones*. Madrid: Cívitas, 2022.

Porter, M.E. *Estrategia competitiva*. México: CECSA, 1985, capítulos 1 y 7.

Porter, M.E. *Estrategia competitiva. Técnicas para el análisis de los sectores industriales y de la competencia*. México: CECSA, 1987, capítulo 8.

<http://www.quickmba.com/strategy/porter.shtml>

Vargas Sánchez, A. *La Dirección Estratégica. Fundamentos para la formulación de la estrategia empresarial*. Asunción: Universidad Columbia del Paraguay, 1999, capítulos 3, 4 y 5.

BLOCK III. INTERNAL STRATEGIC ANALYSIS

Theme 4: Internal Analysis (I). Methodology

Navas López, J.E.; Guerras Martín, L.A. *La Dirección Estratégica de la empresa. Teoría y aplicaciones*. Madrid: Cívitas, 2022.

Porter, M.E. *Ventaja competitiva*. México: CECSA, 1987, capítulo 2.

Vargas Sánchez, A. *La Dirección Estratégica. Fundamentos para la formulación de la estrategia empresarial*. Asunción: Universidad Columbia del Paraguay, 1999, capítulo 6.

Theme 5: Internal Analysis (II). Elements

Navas López, J.E.; Guerras Martín, L.A. *La Dirección Estratégica de la empresa. Teoría y aplicaciones*. Madrid: Cívitas, 2022, capítulo 6.

BLOCK IV. STRATEGIC DIAGNOSIS

Theme 6: Strategic Diagnosis

Vargas Sánchez, A. *La Dirección Estratégica. Fundamentos para la formulación de la estrategia empresarial*. Asunción: Universidad Columbia del Paraguay, 1999, capítulos 7 y 10.

<http://www.quickmba.com/strategy/matrix/bcg/>

8. Systems and Assessment Criteria

8.1 System for Assessment:

- Written/oral test.
- Continuous assessment.

8.2 Assessment Criteria and Marks:

8.2.1 Examinations Convocatory I

CONTINUOUS EVALUATION

-Final written examination.

1. The exam will consist of a theoretical and a practical part. The theory exam, which will account for 40% of the total mark for the subject, i.e. 4 points, will consist of a multiple-choice exam, with a minimum of 20 single-choice questions, and where only wrong answers will be subtracted. The practical exam will consist of two case studies or problems on the subject taught and will account for 30% of the total mark for the subject, i.e. 3 points.

2. The marks obtained in each of these different sections will not be added together unless the mark for the theory exam is equal to or higher than 1.6 points out of 4 (or 4 points out of 10), and the mark for the practical exam is 1.2 points out of 3 (or 4 points out of 10). If the minimum required in any of the parts is not reached, the subject will be graded as a fail, and the lowest of the grades obtained in the theoretical or practical part, without weighting (between 0 and 3.9 out of 10), will be assigned as the final grade.

- **Continuous assessment** by means of two practical tests and a theoretical test on the content of the subjects taught. Both the practical and theoretical tests may take the form of a multiple-choice test or any other format considered pedagogically appropriate, at the discretion of the lecturers responsible for the subject.

These three tests will constitute 30% of the final grade of the course, distributed as follows:

- Theoretical test: up to 1 point.
- Each practical test: up to 1 point.

All assessment activities will be subject to the EVALUATION REGULATIONS FOR UNIVERSITY OF HUELVA OFFICIAL UNIVERSITY OF HUELVA DEGREE AND MASTER'S DEGREES (Council of the University of HUELVA).

Government of 13 March 2019) :

http://www.uhu.es/sec.general/Normativa/Textos_Pagina_Normativa/Normativa_2019/Rgto_evaluacion_grade_mofs_ccgg_19_03_13.pdf

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In particular, the "impact assessment" shall be subject to the provisions of Article 9 of that Regulation.

The mention "Matrícula de Honor" may be awarded to students who have obtained a grade equal to or higher 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 only one "Matrícula de Honor" may be awarded. In the event that the number of students who meet the requirements for the award of the "Matrícula de Honor" exceeds 5%, they will be awarded in order of the highest marks. In the event that an "Honours Degree" is awarded to two or more students with the same mark, it will not be awarded to any of them.

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.

8.2.4 Extraordinary Convocatory

Same evaluation system as for Convocatory I.

8.3 Single Final Evaluation:

In accordance with the provisions of article 8 of the Evaluation Regulations of the University of Huelva, students who opt for the single final assessment system must apply for it within the established deadlines and in the established manner. This modality will consist of taking the same written exam of a theoretical-practical nature as the one foreseen for the continuous assessment system, and will constitute 100% of the final grade of the subject.

The examination shall consist of two distinct parts:

- A theoretical part, consisting of 20 multiple-choice
- questions. A practical part, consisting of 2 exercises.

Each part will represent 50% of the final exam mark. In order to pass the course, it is essential to obtain a minimum grade of 2 points out of 5 (or 4 points out of 10) in each of the two parts (theory and practice). If the minimum required in either part is not reached, the subject will be graded as a fail, and the lowest of the grades obtained in the theoretical or practical part, without weighting (between 0 and 3.9 out of 10), will be assigned as the final grade.

The grading system used in the subject is in accordance with Article 5 of Royal Decree 1125/2003 of 5 September 2003, which establishes the European credit system. y the system of qualifications at The results obtained by the student in each of the subjects of the syllabus will be graded according to the following numerical scale from 0 to 10, to one decimal place, to which the corresponding qualitative grade may be added:

- 0.0 to 4.9: Suspension (SS)
- 5.0 to 6.9: Pass (AP)
- 7,0 to 8,9: Pass mark (NT)
- 9.0 to 10: Outstanding (SB)

The mention "Matrícula de Honor" may be awarded to students who have obtained a grade equal to or higher 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 only one "Matrícula de Honor" may be awarded. In the event that the number of students who meet the requirements for the award of the "Matrícula de Honor" exceeds 5%, they will be awarded in order of the highest marks. In the event that a "Matrícula de Honor" is awarded to two or more students with equal marks, it will not be awarded to any of them.