



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
4.8	1.2			

Departments:

MANAGEMENT AND MARKETING

Knowledge areas:

BUSINESS ORGANIZATION

Year:

4º

Semester

1

ANEXO I

TEACHING STAFF		
Name:	E-mail:	Telephone
PhD. Francisco José Riquel Ligeró	Francisco.riquel@dem.uhu.es	959217927
Others Data (Tutoring, schedule...)		
PhD. FRANCISCO JOSÉ RIQUEL LIGERO AREA: BUSINESS ORGANIZATION DEPARTMENT: Management and marketing OFFICE: Office 34 Faculty of Business Studies and Tourism (2nd floor). Office 3.4 Faculty of Labor Sciences (3rd floor). E-MAIL: francisco.riquel@dem.uhu.es PHONE: 959217924 TIMETABLE: 1st semester: Thursday, 9:00 - 14:00 hours (office 3.4 Faculty of Labor Sciences). Thursday, 16:30 - 17:30 hours (office 34 Faculty of Business Studies and Tourism). 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).		

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SPECIFIC INFORMATION OF THE COURSE

1. 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.

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5. Training Activities and Teaching Methods

5.1 Training Activities:

- 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: STRATEGY FORMULATION

Topic 1. COMPETITIVE STRATEGIES

- 1.1. Introduction
- 1.2. Porter's approach: competitive strategies
- 1.3. Cost leadership
- 1.4. Differentiation
- 1.5. The strategic clock model
- 1.6. The blue ocean strategy

Topic 2. GROWTH STRATEGIES

- 2.1. Introduction
- 2.2. The Ansoff growth matrix
- 2.3. Diversification
- 2.4. Vertical integration
- 2.5. Internationalization and globalization
- 2.6. External growth: mergers and acquisitions
- 2.7. Strategic alliances
- 2.8. An integrative approach

Topic 3. STRATEGY AND COMPETITIVE SITUATIONS

- 3.1. Introduction
- 3.2. Defensive strategy
- 3.3. Attack strategy

Topic 4. EVALUATION AND SELECTION OF STRATEGIES

- 4.1. Introduction
- 4.2. The strategy evaluation and selection process. The AFA rule
- 4.3. The adequacy of strategies
- 4.4. Techniques for assessing the suitability of strategies
- 4.5. The feasibility of the strategies
- 4.6. The acceptability of the strategies
- 4.7. Selecting strategies

PART II: ESTABLISHING A STRATEGY CONTROL SYSTEM

Topic 5. STRATEGIC CONTROL

- 5.1. Introduction
- 5.2. The control process
- 5.3. Strategic control
- 5.4. Measuring company performance: indicators
- 5.5. The information system for strategic control
- 5.6. Strategic objectives: the foundations of planning
- 5.7. Purposes and characteristics of the objectives
- 5.8. Types of strategic objectives
- 5.9. Management by objectives
- 5.10. The Balanced Scorecard: Perspectives
- 5.11. Control through the Balanced Scorecard,

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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:

- 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 **WRITTEN EXAM** consists of an individual examination that will assess the theoretical, practical, and methodological knowledge of the course, accounting for **60% of the final grade**.

1. The exam will consist of a theoretical part and a practical part.
 - o **The theoretical exam** (accounting for 40% of the final grade, i.e., 4 points) will consist of a multiple-choice test with a minimum of 20 single-response questions, where penalties will apply for both incorrect and unanswered questions.
 - o **The practical exam** will consist of two case studies or problems based on the course contents and will account for 20% of the final grade, i.e., 2 points.
2. Marks obtained in these two separate sections will not be added together unless the student scores at least 1.6 out of 4 points (or 4 out of 10) in the theoretical exam, and at least 0.8 out of 2 points (or 4 out of 10) in the practical exam.

CONTINUOUS ASSESSMENT will consist of:

- Practical sessions in the computer lab focused on learning an **Enterprise Resource Planning (ERP)** system, along with the resolution of exercises and tests related to it, accounting for **20% of the final grade**.
- Quick quizzes at the end of each lecture based on the topics covered, which will add another **5% to the final grade**.
- Multiple-choice tests covering the units taught, which will add another **15% to the final grade**.

All assessment activities are subject to the **EVALUATION REGULATIONS FOR OFFICIAL UNDERGRADUATE AND MASTER'S DEGREES OF THE UNIVERSITY OF HUELVA** (Governing Council of March 13, 2019): http://www.uhu.es/sec.general/Normativa/Textos_Pagina_Normativa/Normativa_2019/Rgto_evaluacion_grado_mofs_ccgg_19_03_13.pdf

Specifically, "special circumstance examinations" (evaluación por incidencias) will be subject to the provisions of Article 9 of the aforementioned Regulations.

The "**Matrícula de Honor**" (**Distinction**) grade may be awarded to students who have achieved a final mark of 9.0 or higher. The number of distinctions awarded cannot exceed 5% of the total number of students enrolled in the course during the corresponding academic year, unless the total enrollment is under 20 students, in which case only one "Matrícula de Honor" may be granted.

In the event that the number of students meeting the requirements for a "Matrícula de Honor" exceeds the 5% threshold, they will be awarded in descending order of the highest grades. If two or more students have the exact same grade and are tied for the final available "Matrícula de Honor," it will not be awarded to any of them.

Notice regarding the use of Artificial Intelligence: All students are subject to the regulations, guidelines, and protocols established by the University of Huelva regarding the academic use of Artificial Intelligence.

8.2.2 Examinations Convocatory II

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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 students who request the **single final assessment** (*evaluación única final*) within the periods and procedures established in Article 8 of the Regulations, this will consist of the same general theoretical and practical exam. However, in this case, the **theoretical part will account for 60%** of the final grade, and the **practical part will account for 40%**.