General overview of the module

Through this subject the student will be provided with the basic knowledge necessary for the study of the current approaches of the business management, applying a comprehensive and inclusive approach to the analysis and to the strategic business decisions.

To apply this management system in professional practice, the student must begin assimilating the process of formulating the strategy and the models of strategic analysis, and then, understanding the factors and elements that can help or hinder the proper establishment or implementation of these strategies.

Required Reading:

- Fundamentos de dirección de empresas: conceptos y habilidades directivas. Iborra, M., Dasí, A., Dolz, C., Ferrer, C.
- Exploring corporate strategy: text & cases. Johnson, G., Scholes, K. y Whittington, R.
- Fundamentals of management. Robbins, S. P., Decenzo, D. A. y Coulter, M.
- Dirección Estratégica. Johnson, G., Scholes, K. y Whittington, R.
- Análisis estratégico de la empresa. Ventura, J.
- Dirección estratégica. Conceptos, técnicas y aplicaciones. Grant, R.
Module objectives

Learning outcomes

**BASIC AND GENERAL COMPETENCES.**
- 04 – To learn to analyze the different elements that interact in the business decision-making.
- 06 - Ability to make decisions in environments of business uncertainty and uncertainty.
- CB3 - That students have the ability to 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.

**SPECIFIC COMPETENCES**
- 02 - To interpret the impact of economic variables on business activity.
- 03 - To plan the implementation of business strategies.
- 04 - To understand the raison d’être and functioning of companies, as well as their systemic nature and the processes and implications linked to their development and growth.
- 09 - To define the potential of companies to meet the needs of their customers.
- 22 - To understand the global environment and the different models of business internationalization to manage the company from the international point of view.

Teaching and learning units

**PART I: INTRODUCTION TO STRATEGIC MANAGEMENT**

1. What is the strategy and why is it important? Introduction to the strategic process.
   1.1. The company and the organization: concept and differences.
   1.2. Types of companies.
   1.3. Origin of the strategic management and strategic attitude.
   1.4. Strategy: Definition.
   1.5. Levels of strategy and strategic business units (SBU).

**PART II: THE PROCESS OF STRATEGIC ASSESSMENT**

2. Strategic purpose.
   2.1. Goals: definition, functions, characteristics and types.
   2.2. Mission, vision, values and goals in a firm.
   2.3. Property and management: Corporate governance.
   2.4. Stakeholders and power mapping.
   2.5. The strategy and its ethical and social responsibility: Corporate Social Responsibility (CSR).
   2.6. Cultural context: Strategy and corporate culture.

3. External analysis in the evaluation of companies.
   3.2. Analysis of the industry and factors of the competitive environment: The 5 generic competitive strategies.
   3.3. Intra-industry analysis: Strategic groups.
   3.4. Techniques for environment analysis: Foresight and scenarios method.

4. Internal analysis in the evaluation of companies.
   4.1. Resources, capabilities and competitive advantage: Means to obtain a competitive advantage.
   4.2. Methods of analysis.
   4.3. Creating the strategy according to the industry and situation of the company: Integration of internal and external analysis (SWOT-CAME and BCG analysis).

**PART III: DESIGN, EVALUATION AND SELECTION OF STRATEGIES**

5. Competitive strategies.
   5.1. Identifying the competitive strategy: Competing. Framework for designing strategies.
   5.2. Competitive argument.
   5.3. Generic strategies: Cost leadership vs differentiation.
   5.4. The strategic clock: Contributions and limitations.

   6.1. The business creation process.
   6.3. Direction of the strategic development: Market penetration, market development, product development and diversification (specialization vs diversification).
   6.4. Types of diversification and strategic implications.
   6.5. Lifecycle of firms and industries.

**PART IV: THE PROCESS OF IMPLEMENTATION OF THE STRATEGY**

7. Organizational design: Strategy and organization.
   7.1. Organizational design and its relationship with strategy.
   7.2. Design variables: Internal operations.
   7.3. Contingency factors.
   7.4. Job design.
   7.5. Types of organizational structures.

8. Human resources management.
   8.1. HR uptake.
   8.2. HR motivation.
   8.3. HR development.
   8.4. Support functions.
Teaching and learning methods

<table>
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<th>Teaching Unit</th>
<th>Classroom theory</th>
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Assessment

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<td>1. Continuous assessment</td>
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<td>Academic assignments</td>
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<td>2. Exam</td>
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<td>Multiple-choice questions</td>
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The evaluation of the students will be carried out through continuous assessment and exam:

1. **Continuous assessment**: In this part, it will be valued the realization of several academic assignments, where it will be evaluated both theoretical and practical contents similar to those presented in class. Continuous assessment in no case will eliminate contents from the exam. In addition, it could be assessed individually or in groups and will have a weighting in the final mark of 40%.

2. **Exam**: This part will be formed by open-answer questions and multiple-choice questions following the weight indicated in the prior table. Moreover, it could combine both theoretical and practical contents, but also contents from all activities carried out during the course such as readings, visits to companies, conferences, etc.

This part will be assessed individually and will have a weight in the final grade of 60%.

The continuous assessment is in-person and not recoverable, therefore:

- Class attendance is mandatory (for an optimal follow-up of the subject), reason why the absence to more than 15% of the sessions will mean that the student will not qualify the part of the continuous assessment. Consequently, the maximum mark that could be reached by the student will be the one obtained in the exam (with the aforementioned weighting of 60%).
- The grade obtained during the continuous assessment of the subject will be maintained, both in the 1st call and in the 2nd call. On the contrary, the grade of the exam will be recoverable at the end of the semester (in the 2nd call).

In order to pass the subject, an average of 5 (or more) must be obtained by the student in the exam. The final mark of the subject will be obtained by weighting the average of the exam (60%) with the continuous assessment (40%), having to obtain a final grade of 5 (or more) to surpass the subject.

The student who enrolls for the second time in the subject and does not progress to the next academic course:

- Will be in the same conditions as the student who enrolls for the first time, being applicable, in consequence, the evaluation criteria previously established.

The student who enrolls for the second time in the subject and progresses to the next academic course:

- In order to pass the subject, an average of 5 (or more) must be obtained by the student in the exam. The final mark of the subject will be obtained by weighting the average of the exam (80%) with the continuous assessment (20%), having to obtain a final grade of 5 (or more) to surpass the subject.
STRATEGIC MANAGEMENT

• Its continuous assessment will be evaluated through the development of a comprehensive academic assignment of the subject based on a real case study. To do so, the student will receive specific instructions from the professor.

All students must comply with the rules of writing, spelling and grammar in the development of their work and their assessment tests. These formal aspects will be taken into account in the evaluation of them.