



COURSE DATA

Data Subject

Code	35796
Name	Strategic management
Cycle	Grade
ECTS Credits	9.0
Academic year	2018 - 2019

Study (s)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Faculty of Economics	2	Annual
1330 - Degree in Business Management and Administration (Ontinyent)	Faculty of Economics	2	Annual
1921 - D.D. in Business Management Administration-Law	Doubles Studies Faculty of Law - Faculty of Economics	2	Annual
1926 - D.D. in Tourism-Business Management Administration	Faculty of Economics	2	Annual

Subject-matter

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	2 - General business management	Obligatory
1330 - Degree in Business Management and Administration (Ontinyent)	2 - Dirección General de la Empresa	Obligatory
1921 - D.D. in Business Management Administration-Law	3 - Year 2 compulsory subjects	Obligatory
1926 - D.D. in Tourism-Business Management Administration	3 - Asignaturas de segundo curso	Obligatory

Coordination

Name	Department
DASI RODRIGUEZ, SONIA	105 - Business Administration 'Juan José Renau Piqueras'
IBORRA JUAN, MARIA	105 - Business Administration 'Juan José Renau Piqueras'



SANCHEZ PEINADO, MARIA LUZ

105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

Strategic Management is a basic course, taught in the first and second semester of the second year of the Degree in Business Administration. It is part of the 'Business Organization' area, and it comprises nine ECTS credits.

To meet the requirements of the degree, it is proposed a program that provides the student the basic knowledge necessary for the study of current approaches to the Business Management, through a comprehensive and inclusive approach to the analysis and strategic business decisions.

Through this system of management, those responsible for leading companies try to guide the direction and development of those, seeking a balance between development and long-term survival, and profitability and the achievement of short term objectives.

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

After completing this course the student will be able to understand the phenomenon of differences in business performance of companies located in the same context.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

No prior knowledge is required to take this course

OUTCOMES

1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.
- Have organisation and planning skills.
- Demonstrate oral and written communication skills in the native language.
- Be able to use English in a professional environment.
- Be able to use ICTs in the field of study.



- Be able to analyse and search for information from different sources.
- Be able to make decisions.
- Be able to work in a team.
- Have critical and self-critical capacity.
- Manage time effectively.
- Be able to adapt to new situations.
- Show creativity.
- Show leadership and skills for mobilising the capacities of others.
- Be able to coordinate activities.
- Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long term.
- Be able to carry out strategic diagnoses in complex and uncertain environments using the appropriate methodologies to resolve them.
- Be able to make decisions under certainty and uncertainty environments.
- Understand the impact of economic, political, legal, socio-cultural, technological and environmental variables on business activity.
- Know how to set objectives and strategies at the different levels of the organisation, and how to assess the implications and needs for achieving them.
- Be able to plan, organise, control and evaluate the implementation of business strategies.

LEARNING OUTCOMES

According to the provisions of the curriculum of the Degree in Business Management, the learning outcomes described for the course Strategic Management are multiple:

- Knows the key aspects of strategic management processes.
- Ø Performs strategic diagnosis using analytical techniques, identifying and critically evaluating internal and external information of the organizations.
- Ø Establishes objectives and action lines for different levels of the organization, consistent with a diagnosed context.
- Ø Takes into account the implications of decisions and strategies of the company on other actors (stakeholders) or on the environment.



- Ø Provides the means and resources (human, technical or financial) needed and knows how to manage them for the correct implementation of the strategies.
- Ø Takes into account the context of international business when he proposes decision making, objectives, actions, plans or strategies.
- Ø Works as a team effectively with others.
- Ø Presents and communicates effectively the results of work or analysis performed, both orally and in writing.
- Ø Manages and understands the literature and documentation in English.
- Ø Solves tasks or performs work in the allocated time while maintaining the quality of the result.
- Ø Proposes and evaluates corporate actions with a socially responsible perspective

DESCRIPTION OF CONTENTS

1. INTRODUCTION TO THE STRATEGIC PROCESS

- 1.1 Strategic Management and strategic attitude, origins
- 1.2 Strategy, definition and components
- 1.3 Strategic Management Process
- 1.4 Strategy levels and Business Strategy Units

2. STRATEGIC PURPOSE

- 2.1 Dimensions of strategic purpose
- 2.2 The cultural context
- 2.3 Corporate governance
- 2.4 Stakeholders and Power map
- 2.5. Corporate Social Responsibility: commitments and tools
- 2.6. Mission, vision, Values and objectives

3. ENVIRONMENTAL ASSESSMENT

- 3.1 Advanced environmental analysis: general and competitive environment
- 3.2 Intra-industry analysis: Strategic Gropus
- 3.3 Advanced techniques for environmental analysis: Forecast and Foresight techniques and Scenarios Method



4. INTERNAL ASSESSMENT

- 4.1 Resources, Capabilities and Competitive advantage
- 4.2 Methods for internal analysis
- 4.3 Internal and External assessment integration: SWOT analysis

5. CORPORATIVE STRATEGIES

- 5.1 Framework for designing Strategies
- 5.2. Corporate Strategies
- 5.3 Diversification strategies: portfolio management techniques

6. COMPETITIVE STRATEGIES

- 6.1 Competitive argument
- 6.2 Generic competitive strategies: Cost leadership, differentiation and focus strategy
- 6.3 Strategy Clock model
- 6.4. Strategies based on life cycle model: corporate and competitive implications

7. STRATEGY EVALUATION AND SELECTION

- 7.1 Suitability
- 7.2 Feasibility
- 7.3 Acceptability
- 7.4 Strategy selection, applying the SAFE criteria

8. IMPLEMENTATION SYSTEMS: PLANNING AND INFORMATION SYSTEMS

- 8.1 Implementation decisions
- 8.2 Objectives, Strategy and planning
- 8.2 Control process
- 8.4 Planning and Controlling systems
- 8.5 Information systems to make decisions

9. ORGANIZATIONAL DESIGN

- 9.1 Organizational design
- 9.2 Design variables
- 9.3 Contingency Variables
- 9.4 Types of organizational structures. Relationship with the strategy.

**10. STRATEGY AND HUMAN RESOURCES**

- 10.1 Strategic options of HR
- 10.2 Selecting HR Strategy to improve performance
- 10.3 Skills development and behavioral guidance

11. STRATEGIC CHANGE

- 11.1 Definition of Strategic Change
- 11.2 Types of Strategic Change
- 11.3 Roles and levers for managing strategic change
- 11.4 Resistance to change, styles/techniques of managing change

WORKLOAD

ACTIVITY	Hours	% To be attended
Classroom practices	60,00	100
Theory classes	30,00	100
Development of group work	40,00	0
Preparation of evaluation activities	35,00	0
Preparing lectures	30,00	0
Preparation of practical classes and problem	30,00	0
TOTAL	225,00	

TEACHING METHODOLOGY

In the process of teaching and learning Business Strategic Management, different teaching methods will be used. On the one hand, a didactic exhibition for the case of lectures will be used, although it will use other teaching methods, didactic forms of participation-seeking student involvement in the teaching-learning process. This second type of methods both favour interaction between teacher and student and among students themselves, and are suitable for the development of generic competencies. The methodology is as follows:

- *Ø Lectures*: will be used primarily to present the course content specified above. Furthermore, as students will have a more active role in teaching-learning process and their autonomy should be empowered in this process, each topic will have a guiding framework that will enable them, through the consultation of the literature, to build their own study materials. The aim is to develop the following generic skills: analysis and synthesis of information, critical thinking, and ability to learn and work independently
- *Ø Practice sessions*: Those allow to implement the knowledge acquired in lectures and to demonstrate the ability to work in group and interpersonal communication skills. It is further intended that these sessions help to improve the capacity of organization and planning of student



work. Normally, the development of practical sessions will use the case method as the fundamental method, with the resolution, first individually and then in groups. We will also use other teaching methods, such as the analysis and discussion of readings in class or role-playing. In addition, the video could be used for the presentation of some practices. There could be carried out seminars about particular topics related to the contents of the subject. In order to develop some of the generic and specific competencies set forth above, the students could analyze and synthesize information from different sources - interviews, databases analysis, newspaper articles, direct observation, books, etc .-, and will work on written communication - by submitting a written report - and oral communication - oral exposure using different methods and exhibition stands.

EVALUATION

The subject of *Business Strategic Management* will be assessed from consideration of the following:

- *Synthesis exam (60% of final mark)*. The main role of synthesis exam is to assess the achievement of training objectives. Written exams can combine both objective evidence (test) and restricted essay questions. In any case, questions may concern both theoretical and practical content. Preference is given to ask questions that require the student to relate different concepts of matter. The exam will be on the official date that the Faculty of Economics authorizes to do so within the current academic calendar. **Requirement needed will be to get five out of ten in the written exam in order to add the continuous assessment that arises next.**
- *Continuous assessment (40% of final mark)*. This part will evaluate the student's progress in acquiring specific skills, generic skills and social abilities proposed in this educational program. The teacher will provide regular information, both individually and in groups, about the progress made by students, as well as points that need to be improved and qualification of the activities undertaken so far. The teacher, along the course, will ask students to deliver case studies and / or partial test to be performed to evaluate individual and / or in groups. Also it will be assessed the participation in various activities proposed by the teacher such as analysis and discussion of readings or video or, if appropriate, attendance to conferences or seminars. These activities, designed to be presented or discussed in classroom, they will have the nature of **not recoverable** and will be evaluated with four points, 40% of the final qualification. In compliance with article 6.9 of the UV Assessment and Qualification Regulations, the practical classes are of compulsory attendance. The student will be deemed to have complied with the attendance if he/she has attended a minimum of 80% of the hours of these practical sessions and if he/she has adequately justified the inability to attend the remaining sessions due to "force majeure" within a period of 15 days from of absence.

The final marks the pupils will obtain will be the result of the summative division of the different marks obtained in the synthesis exam and the continuous assessment, as long as a pupil obtains 50% of the synthesis exam. In case the minimum marks required are not obtained, the final top qualification will be 4.5.



There will be a written exam after the first semester; the pupils will not be required to study the first part again as long as they obtain at least 50% of the marks. All those pupils who fail their first ordinary exam, will have a second extraordinary opportunity but absolutely all contents explained throughout the academic year will have to be studied again; the teacher will not take into account or keep any qualifications obtained in the first exam.

All those pupils who may foresee any difficulty to assist to the practical sessions, are required to contact the teacher before october 5th in order to find a solution.

REFERENCES

Basic

- Guerras, L.A. y Navas, J.E. (2015): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Cívitas, Madrid, 5ª edición.
- Johnson, G., Scholes, K. y Whittington, R. (2006): Dirección Estratégica, Prentice Hall, Madrid, 7ª edición.
- Johnson, G., Whittington, R. & Scholes, K.(2011): Exploring Strategy: text & cases. Pearson, 9th Edition.
- Robbins, S., DeCenzo, D. & Coulter, M. (2013): Fundamentals of Management, Essential concepts and applications. Pearson, 8th Edition.

Additional

- Grant, R. (2006): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Civitas, 5ª edición (3ª en Civitas).
- Iborra et al. (2014): Fundamentos de Dirección de Empresas. Conceptos y habilidades directivas. Thomson.
- Laudon, K.C. y Laudon, J.P. (2012). Sistemas de información gerencial. Prentice Hall, 12ª edición
- Hodge, B.J., Anthony, W.P., y Gales, L.M. (2003): Teoría de la organización, Prentice Hall, Madrid, 6ª edición
- Gómez , L, Balkin, D., y Cardy, R. (2007): Gestión de Recursos Humanos, Prentice Hall, Madrid , 5ª edición
- Guerras, L.A. y Navas, J.E. (2007): La Dirección Estratégica de la empresa. Teoría y Aplicaciones, Thompson- Civitas, Madrid, 4ª edición
- Dess, Lumpkin y Eisner (2011): Administración estratégica: textos y casos". 5ª edición, Mc Graw Hill