



COURSE DATA

Data Subject

Code	35796
Name	Strategic management
Cycle	Grade
ECTS Credits	9.0
Academic year	2020 - 2021

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
LINARES NAVARRO, ESMERALDA	105 - Business Administration 'Juan José Renau Piqueras'
SANCHEZ PEINADO, MARIA ESTER	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

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 Mission, vision, Values and objectives
- 2.2 Corporate governance
- 2.3 Stakeholders and Power map
- 2.4 Business Ethics and Corporate Social Responsibility: commitments and tools
- 2.5. The cultural context



3. ENVIRONMENTAL ASSESSMENT

- 3.1 Advanced environmental analysis: general and competitive environment
- 3.2 Intra-industry analysis: Strategic Group
- 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. CORPORATE 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 will be evaluated with 4 points (40% of the final qualification), and are recoverable in second ordinary call for those students who do not achieve at least 2 points out of 4. 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. Otherwise, the qualification obtained in the continuous assessment will not be added.

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. If, in addition, the student in the first ordinary call has a continuous assessment note of less than 2 points out of 4, he/she must take an exam to recover the continuous assessment in 2nd call. The exam will allow to recover 4 points and will consist of questions related to the objectives developed through the cases carried out in the continuous assessment. The student's final grade will be the result of the weighted sum of the qualifications obtained in the synthesis exam and in the continuous assessment, provided that at least 50% of the score of the synthesis exam (theory) is reached.

The final qualification of the student resulting from the weighted sum of the summary and continuous assessment qualifications must be equal to or greater than 5 to pass the subject.

All those pupils who may foresee any difficulty to assist to the practical sessions, are required to contact the teacher before october 7th in order to find a solution. In case the difficulty or inability to attend class occurs once the course has started, students should inform the teacher as soon as possible and always before the date of delivery of the next practice.

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.
- Roobbins, S., DeCenzo, D. & Coulter, M. (2013): Fundamentals of Management, Essential concepts and applications. Pearson, 8th Edition.
- Grant, R. (2016): Contemporary Strategy Analysis. Text and cases edition. Ninth edition. John Wiley & Sons Inc.



Additional

- Grant, R. (2014): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Civitas Ediciones SL.
- 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

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

BAM/BAM-Law/Tourism-BAM

Teaching during the academic year 2020-21 will be hybrid except in the double degree BAM-Law, where classes are expected 100% face-to-face.

Development of the first semester of the academic year 2020-21. The model will be hybrid, so that the theoretical sessions would be taught through virtual means (except in the double degrees BAM-Law and Tourism-BAM where the classes will be 100% face-to-face) and the practical classes will be developed in person in all the degrees where the subject is taught.

In the second semester of the 2020-21 academic year, the development of the subject will be hybrid except in BAM-Law where is foreseen 100% face-to-face. Both theoretical and practical lessons in degrees with an hybrid model (BAM, BAM-Ontinyent and TADE degrees) will follow a rotary system: students with surnames between A and L will go to class in the first week of the 2nd semester; that week, students with surnames between M and Z will be receiving non-face-to-face teaching. The following week the shifts will be reversed; students whose surnames are between M and Z will come to the classroom, with the others staying at home. And so on.

Planning for the second semester is subject to change if required by the epidemiological situation. Teaching will therefore be adapted to the different scenarios that may arise from the evolution of the pandemic.

1. Contents



No variation in the contents. In any of the possible scenarios, the contents of the subject can be taught through the material available in virtual classroom, online classes and other electronic materials.

2. Workload and temporary planning of teaching

100% face-to-face teaching

Provided throughout the academic year in the double BAM-Law.

The teaching will be face-to-face and the teaching guide of the subject will be completely applied.

Planning for the second semester is subject to change if required by the epidemiological situation. Teaching will therefore be adapted to the different scenarios that may arise from the evolution of the pandemic.

Hybrid learning

Planned for BAM, BAM-Ontinyent and Tourism-BAM degrees.

In the first semester, the theoretical classes will be carried out online and the practical classes will be face-to-face in BAM and BAM-Ontinyent. In the double degree Tourism-BAM the teaching will be 100% face-to-face.

In the second semester, teaching will be hybrid in the degrees of BAM, BAM-Ontinyent and Tourism-BAM, following a rotating system. Students with surnames between A and L will go to class in the first week of the 2nd semester; that week, students with surnames between M and Z will be receiving non-face-to-face teaching. The following week the shifts will be reversed; students whose surnames are between M and Z will come to the classroom, with the others staying at home. And so on.

The planning of the theoretical classes and the workload they involve will be maintained as provided for in the teaching guide. Theoretical classes will be conducted in person in the classroom and by synchronous videoconference for students who are each week receiving online teaching. They will be done according to the scheduled time.

The practical classes will be developed in person in the classroom and by synchronous videoconference for students who are each week receiving online teaching, as provided in the teaching guide of the subject.

In case of problems averted by the pandemic situation that would change the way classes are delivered, due information will be reported on adapting teaching and evaluation to other scenarios (see below).

Other teaching scenarios for unfavourable evolution of the pandemic



In the event that the health situation originated by COVID-19 requires other forms of teaching, it will be taught in accordance with the guidelines set out by the University of Valencia and the Faculty of Economics. In any case, the temporary planning of the contents and practices established in the teaching guide will be respected, using all physical and digital means available to teachers and students. In addition, the duration will be maintained in hours and workload for the student.

Whether the theory and practice sessions are synchronous should be scheduled at the same dates and times and with the same duration as in the case that they were face-to-face. In other groups, given the personal circumstances of teachers and students, the sessions may be asynchronous (recorded) but of the same duration and will be available in aula virtual to follow the teacher's planning.

In all cases, the duration in hours and volume of work for the student will be respected.

3. Teaching methodology

In the double degree BAM-Law the teaching will be face-to-face throughout the first semester. In the second semester, the modality of classes for students will depend on the social and health conditions and the restrictions established by the competent authorities.

Hybrid learning is planned for BAM, BAM-Ontinyent and Tourism-BAM. In the first semester, the theoretical classes will be carried out online and the practical classes will be face-to-face in BAM and BAM-Ontinyent. In the double degree Tourism-BAM the teaching will be 100% face-to-face in the first semester.

In the second semester, the modality of classes for all students will depend on the social and health conditions and the restrictions established by the competent authorities.

In the case of **online teaching**, classes will be given by videoconference, preferably synchronous, using Blackboard Collaborate, Teams, Skype or the tool that the lecturer considers appropriate to optimize the student's teaching-learning process during the scheduled program sessions, which remain the same days and times.

In the case of **blended teaching**, the students will have to access the classroom in alternate weeks according to the initial of their last name (A-M or L-Z). The classes will be broadcast so that the students will have face-to-face teaching one week, and the next week they will follow the classes in streaming.

In the case of **face-to-face teaching** in Double Degree in Business Administration And Management + Law, students shall attend classes during the established timetable, in classrooms where attendance does not exceed 50% of their capacity.

4. Evaluation

100% face-to-face teaching



Provided throughout the academic year in the double degree BAM-Law .

The evaluation is maintained as described in the teaching guide of the subject.

Hybrid model

Planned for BAM, BAM-Ontinyent and Tourism-BAM.

The evaluation is maintained as described in the teaching guide of the subject.

Other teaching scenarios for unfavourable evolution of the pandemic

In the event that the health situation originated by COVID-19 obliges other forms of teaching, it will be taught in accordance with the guidelines set by the University of Valencia and the Faculty of Economics.

If it is not possible to maintain a face-to-face or hybrid model during the second semester, the initial evaluation system provided for in the teaching guide (60% written content test score and 40% continuous assessment) is replaced by an evaluation system that increases the weight of the continuous assessment: it weights the continuous assessment to 60% (6 POINTS) and 40% the written test (4 POINTS). It will be essential to pass this written test to take into account the continuous assessment note. The change in the weighting of continuous assessment and written test will only take place in cases that benefit the student to avoid possible retroactive negative effects.

The evaluation by written test (40% in the unfavourable teaching scenario, i.e. 4 points) would be carried out in the two official calls provided for in the subject and the partial elimination exam of the subject will be eliminated mid-course. It will be essential to pass the written test to consider the continuous assessment note.

Continuous assessment (60% in the unfavourable teaching scenario, i.e. 6 points) will collect the qualifications obtained during the academic year by providing group and individual practice reports through virtual classroom and other mechanisms of student participation for the development of practical skills. During the teaching period adapted to the new unfavorable scenario, the reporting shall be carried out according to the schedule envisaged.

The student's final grade will be the result of the weighted sum of the notes obtained in the written content test and in the continuous assessment, provided that the written test is passed. The final rating must be equal to or greater than 5 to pass.

If a student doesn't pass the first call will have to examine the theoretical contents of the subject in the second call (it will be necessary to pass the written test). If, in addition, the student in first call has a continuous assessment note of less than 3 points out of 6, he/she must recover the continuous assessment in the second call by performing another test with questions related to the objectives developed through the cases carried out in the continuous assessment. The final grade of the student in the second call must be equal to or greater than 5 to approve.

5. Bibliography



No change. In addition to the library literature, students have access to electronic manuals available on the UV library website and other materials available in the virtual classroom.

