COURSE DATA

Data Subject

Code	35796
Name	Strategic management
Cycle	Grade
ECTS Credits	9.0
Academic year	2022 - 2023

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
ESCRIBA MORENO, MARIA ANGELES	105 - Business Administration 'Juan José Renau Piqueras'
LINARES NAVARRO, ESMERALDA	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. It is recommended to have passed the first-year Business Management Fundamentals subject.

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 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, differentiacion and focus strategy
6.3 Strategy Clock model
6.4. Strategies based on life cycle model: corporative and competitives 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 semminars 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. If this partial exam is passed, the student will take the exam of the 1st official call with the content corresponding to the second semester. It will be necessary to pass the two partial exams to be able to add the grade obtained through continuous evaluation. If the written partial exam of the first semester is not passed, the student will be presented to the exam of the 1st official call with the complete content of the subject.

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

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- 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

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  Laudon, K.C. y Laudon, J.P. (2012). Sistemas de información gerencial. Prentice Hall, 12ª edición
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- Dess, Lumpkin y Eisner (2011): Administración estratégica: textos y casos". 5ª edición, Mc Graw Hill