

**COURSE DATA****Data Subject**

| | |
|----------------------|----------------------|
| Code | 35823 |
| Name | Corporate strategies |
| Cycle | Grade |
| ECTS Credits | 6.0 |
| Academic year | 2019 - 2020 |

Study (s)

| Degree | Center | Acad. year | Period |
|---|----------------------|-------------------|---------------|
| 1313 - Degree in Business Management and Administration | Faculty of Economics | 3 | Second term |
| 1330 - Degree in Business Management and Administration (Ontinyent) | Faculty of Economics | 3 | Second term |
| 1926 - D.D. in Tourism-Business Management Administration | Faculty of Economics | 4 | Second term |

Subject-matter

| Degree | Subject-matter | Character |
|---|---|------------------|
| 1313 - Degree in Business Management and Administration | 20 - Compulsory subjects in the pathway: business creation and management | Optional |
| 1330 - Degree in Business Management and Administration (Ontinyent) | 20 - Strategy and Corporate development | Optional |
| 1926 - D.D. in Tourism-Business Management Administration | 5 - Asignaturas de cuarto curso | Obligatory |

Coordination

| Name | Department |
|-----------------------------|--|
| SANCHIS PALACIO, JOAN RAMÓN | 105 - Business Administration 'Juan José Renau Piqueras' |



SUMMARY

The general purpose of this course consists of learning to define the best combination of strategic options that a firm can use within the framework of the strategic management, and taking into account the current social and economic conditions. The course provides an integrated framework to facilitate the strategy formulation process. We adopt the point of view of the general manager, who holds the global responsibility of the firm performance (or of a specific business unit).

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

Basics on Business Management and Strategic management

OUTCOMES

1313 - Degree in Business Management and Administration

- Demonstrate capacity for analysis and synthesis.
- Have organisation and planning skills.
- 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 solve problems.
- Be able to make decisions.
- Be able to negotiate and reconcile interests effectively.
- Be able to transmit and communicate complex ideas and approaches to both specialised and lay audiences.
- Be able to work in a team.
- Have interpersonal skills.
- Have critical and self-critical capacity.
- Show commitment to ethics and social responsibility.
- Manage time effectively.
- Be able to learn autonomously.



- Be able to adapt to new situations.
- Show creativity.
- Show leadership and skills for mobilising the capacities of others.
- Have initiative and entrepreneurial spirit.
- Be able to contribute positively to raising awareness of environmental and social issues and to overcoming all forms of discrimination, as essential factors for economic development and poverty alleviation.
- Be able to coordinate activities.
- Acquire interdisciplinary knowledge of the company and its social, economic, institutional and legal environment, and of the basic elements of the management process, such as organisation and administration, accounting, taxation, operations, human resources, marketing, financing and investment.
- 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.
- Know the basic techniques, methods and instruments linked to behaviour analysis.
- Be able to define, solve and present complex problems systemically.
- Be able to relate the different elements that interact in the decisions of individuals.
- Understand the impact of economic, political, legal, socio-cultural, technological and environmental variables on business activity.
- Be able to apply labour standards to solve specific problems.
- 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.
- Understand and assess the characteristics and usefulness of different business strategies, both at the competitive and corporate levels.
- Be able to contextualise the principles of business management and of strategy design and implementation within international business.

1330 - Degree in Business Management and Administration (Ontinyent)

- Demonstrate capacity for analysis and synthesis.
- Have organisation and planning skills.
- 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 solve problems.
- Be able to make decisions.
- Be able to negotiate and reconcile interests effectively.
- Be able to transmit and communicate complex ideas and approaches to both specialised and lay audiences.
- Be able to work in a team.
- Have critical and self-critical capacity.
- Manage time effectively.
- Be able to learn autonomously.
- 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 define, solve and present complex problems systemically.
- 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.
- Understand and assess the characteristics and usefulness of different business strategies, both at the competitive and corporate levels.
- Be able to contextualise the principles of business management and of strategy design and implementation within international business.
- Know the characteristics of entrepreneurs and know how to elaborate effective business plans and set the conditions required to put them into practice.



LEARNING OUTCOMES

In accordance with the provisions of the curricula of the Degree in ADE, the learning results described for the subject of Corporate Strategies are:

- 1) Learn about the different strategic options that companies have at their disposal to develop over time.
- 2) Being able to propose combinations of strategic options in a coherent manner and in accordance with the existing conditions and the needs of the organization.
- 3) Presenting and arguing convincingly a business project or a business strategy.
- 4) Working effectively with other colleagues.
- 5) Presenting and communicating in an effective way the results of works or analyzes carried out, both orally and in writing.
- 6) Being able to establish relevant questions or questions and autonomously raises research orientation works on these issues.

DESCRIPTION OF CONTENTS

1. Introduction to Strategy

1. The company-environment relationship and the strategic attitude
2. Strategy: concept and components
3. The importance of designing and executing strategies
4. Strategic decisions: corporate, competitive and functional
5. The strategic hierarchy and the strategic segmentation
6. Framework for the design of the strategy

2. STRATEGIES BASED ON COMPETITIVE ADVANTAGE

1. Competitive argument and competitive advantages
2. Generic competitive strategies: cost leadership, differentiation and segmentation
3. Risks of hybrid and intermediate strategies
4. The model of the strategic clock

3. Strategies based on the creation of value

1. Business model concept and value creation
2. Business models patterns
3. Canvas business model: the triple layer
4. Business model and strategy: Creation of Shared Value



4. COMPETITIVE DYNAMICS

1. The structure of the industry for the formulation of the strategy
2. Strategic positioning strategies
3. Competitive dynamics and strategic movements
4. Competitive strategies and cooperative strategies

5. DEVELOPMENT ADDRESSES: SPECIALIZATION, DIVERSIFICATION AND VERTICAL INTEGRATION

1. The definition of the scope of activity of the company.
2. Strategies of development and growth of the company according to your direction
3. Diversification Strategies
4. Vertical integration Strategies

6. STRATEGIC RENEWAL AND RESTRUCTURING

1. Concept and typologies of renewal and restructuring
2. Renewal Strategies
3. Restructuring Strategies

7. INTERNATIONALIZATION STRATEGIES

1. Global competition: factors and strategies
2. Reasons for the internationalization of companies
3. Internationalization process: entry strategies and competition in foreign markets
4. Management of the internationalization process: functional and organizational implications

8. DEVELOPMENT MODALITIES. INTERNAL GROWTH VERSUS MERGERS AND ACQUISITIONS

1. Modalities of development: internal growth versus external growth
2. Internal Development
3. Reasons for the proliferation of corporate operations (F & A)
4. Advantages and problems of the F & A
5. The management of mergers and acquisitions

9. DEVELOPMENT MODALITIES. STRATEGIC ALLIANCES

1. Business cooperation: concept, reasons and reasons
2. Types of alliances strategies
3. Choice of type of alliance
4. The management of alliances and their implications



WORKLOAD

| ACTIVITY | Hours | % To be attended |
|---------------------|--------------|------------------|
| Theory classes | 30,00 | 100 |
| Classroom practices | 30,00 | 100 |
| TOTAL | 60,00 | |

TEACHING METHODOLOGY

The teaching-learning process of the subject Corporate Strategies will be based on the methods of self-guided work and the case teaching method. As a complement, it may also use didactic expositive forms in the theoretical classes, to reinforce the knowledge acquisition.

- Theoretical classes: the objective is fostering the student's self-guided learning. Professors will reinforce the key aspects within each subject. In order to facilitate the students active role in their own learning process, professors will facilitate a guiding scheme about the issues to be researched and studied, using the recommended bibliography and creating their own study materials.
- Practical classes: They will be based in the resolution of cases and realization of exercises. These methods allow the student to approach problems in a natural way and help to acquire the knowledge and skills related to each topic. These methods contribute to develop the ability to work in groups and the acquisition of interpersonal communication skills. Likewise, it is intended that these sessions contribute to improve the organization and planning capacity of the student's work.

Both methodologies are aimed to develop the generic and specific competences established above. In this way, students will analyze and synthesize information from different sources - interviews, databases, articles from newspapers, direct observation, books, etc. They will also enhance their written communication skills - through the presentation of a written report – as well as their oral communication abilities - through oral presentations and debates in class, using different methods and exhibition supports. Likewise, these methods contribute to develop the student's ability to work cooperatively in teams.

EVALUATION

The subject will be evaluated from the consideration of the following aspects:

1) Evaluable tests:

- **Final test (exam): 40% of the final grade.** For this examination, the study and subsequent knowledge of all the material used in the course, both in theory and in the practical sessions and in the cases studied, will be required. The exam will last between 1.5 and 4 hours, and may include development questions, test questions and case studies and practical exercises.
- **Intermediate tests: 30% of the grade.** Delivery of exercises and resolutions of cases during the course.



2) Continuous evaluation: 30% of the grade. Participation and resolution of the exercises and cases during the course. The continuous assessment assesses the participation of students in the classroom, as well as the work developed individually and in teams that require the search and / or analysis of additional information (inside or outside the classroom), either for the resolution of cases, exercises, debates, etc. These activities will be considered non-recoverable training activities, in that they try to develop and evaluate the skills of information analysis as a team, contrasting perspectives and approaches, argumentation of ideas, leadership skills and oral and written communication.

In compliance with article 6.9. of the regulation of evaluation and qualification of the UV, the practical classes are of compulsory attendance. The student will be deemed to have complied with the attendance if he has attended a minimum of 80% of the hours of these sessions and if he has adequately justified the inability to attend the remaining sessions due to force majeure.

The final grade of the subject will be the sum of the grades obtained in the three types of tests (final, intermediate and continuous). In order to apply the sum of all the marks, you must: 1) pass the final exam (minimum of 2 points out of 4); and 2) approve the continuous evaluation (minimum of 3.5 points out of 7). The grade corresponding to the continuous assessment will not be recoverable and will be maintained during the two academic year exams.

REFERENCES

Basic

- Guerras, L.A., Navas, J.E. (2015), Dirección estratégica de la empresa. Teoría y aplicaciones. Civitas, Madrid, 5a ed.
- Johnson, G., Scholes, K., Whittington, R. (2006), Dirección estratégica. Pearson / Prentice-Hall, Madrid, 7ª ed.
- Thompson, A.A., Gamble, J.E., Peteraf, M.A., Strickland, A.J. (2012), Administración Estratégica. Teoría y casos. McGraw-Hill, México, 18ª ed.
- Vasconcellos, J.A. (2007), Movimientos estratégicos. Deusto, Barcelona,
- López, C., Martín, A. (2012), Estrategias empresariales. Starbook Editorial, Madrid, 2ª ed.
- Porter, M. E. y Kramer, M. (2011): La creación de valor compartido, Harvard Deusto Business Review, enero-febrero, pp. 3-18.



Additional

- Porter, M.E., ¿Qué es la estrategia?, en Porter, M.E. (2008), Ser competitivo. Nuevas aportaciones y conclusiones, Deusto, Barcelona, pp. 45-80.
- Hambrick, D.C., Fredrickson, J.W. (2001), Are you sure you have a strategy?. Academy of Management Executive, 15(4), pp. 48-59
- Porter, M.E. (1980), Estrategia competitiva. CECSA, México
- Porter, M.E. (1985), Ventaja competitiva. CECSA, México
- Casadesús, R. (2004), Dinámica competitiva y modelos de negocio. Universia Business Review, cuatro trimestre, nº 4, pp. 8-17.
- Jarillo, J.C. (2002), La lógica estratégica. Deusto, Bilbao
- Porter, M.E., De la ventaja competitiva a la estrategia empresarial, en Porter, M.E. (2008), Ser competitivo. Nuevas aportaciones y conclusiones, Deusto, Barcelona, pp. 125-159
- Blanco, M., Forcadell, F.J., Guerras, L.A. (2009), La estrategia de reestructuración de la cartera de negocios orientada a la creación de valor: el caso del Grupo Uralita. Revista Europea de Dirección y Economía de la Empresa, 18(4), pp. 29-48.
- Joyce, A., Paquin, R., & Pigneur, Y. 2015. The triple layered business model canvas: a tool to design more sustainable business models. ARTEM Organizational Creativity International Conference. Nancy, France.

ADDENDUM COVID-19

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

1. Continguts

Es mantenen els continguts inicialment arreglats a la guia docent.

2. Volum de treball i planificació temporal de la docència

- Manteniment del pes de les diferents activitats que sumen les hores de dedicació en crèdits ECTS marcades en la guia docent original.



- Es mantenen les sessions programades en les mateixes dades i hores, encara que les sessions online mitjançant videoconferència es fan més curtes. Es compensa amb el treball tant individual com en grup per part de l'estudiantat i amb sessions de tutories.

3. Metodologia docent

S'estan fent diferents tipus d'actuacions encaminades a facilitar el treball a l'estudiantat:

- Ús de l'Aula Virtual per a facilitar-los materials de l'assignatura i enllaços a altres programes (Mmedia, Google Drive).
- Realització de videoconferències BBC tant síncrona com asíncrona.
- Entrega de diapositives power point amb notes de veu (locució).
- Debats al fòrum.
- Resolució de casos pràctics per grups de treball i individuals.
- Treballs amb simuladors (Business Game).
- Tutories per videoconferència

4. Avaluació

S'incrementa el pes en la nota final de l'avaluació continua i de les proves intermèdies al 70% (la suma d'aquestes activitats a la guia docent era del 60%).

Per a l'avaluació continua i les proves intermèdies es mantenen els treballs individuals i/o grupals previstos a la Guia docent.

La prova final (ara el 30% de la nota final) podrà incloure:

- Prova objectiva (tipus test) i/o prova escrita oberta en Aula Virtual.
- Proves d'avaluació per treballs acadèmics/pràctics.

5. Bibliografia



La bibliografia recomanada es manté perquè és accessible.

El professorat complementa els materials necessaris amb articles o document d'accés públic per mig de l'Aula Virtual.

