

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

<b>Code</b>	35891
<b>Name</b>	Strategic management
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	6.0
<b>Academic year</b>	2020 - 2021

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
1314 - Degree in International Business	Faculty of Economics	2	Second term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1314 - Degree in International Business	11 - Corporate and international strategy	Obligatory

**Coordination**

<b>Name</b>	<b>Department</b>
BALBASTRE BENAVENT, FRANCISCO	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

Strategic Management is a Compulsory course, taught in the second semester of the second year of the Degree In International Business. It comprises six ECTS credits, and is part of the 'Business Strategy' module and the 'Corporate and International Strategy' subject.

This course is aimed at providing students with knowledge and skills that are essential to manage firms in current competitive environments featured by a great degree of turbulence. Also, this course implies the continuation of 'Introduction to Business Administration', a Foundation course taught in the first year, and paves the way so that students complete their education in this topic with the course 'International Firms Administration', a compulsory course taught in the third year and also belonging to the 'Corporate and International Strategy' subject.



‘Strategic Management’ proposes a set of contents that provides the student with the basic knowledge and skills necessary to study the current state of business administration, applying a global and integrative approach to the analysis of the firm as well as the strategic business decisions.

Strategic Management constitutes, really, a way of understanding how firms have to be managed in today’s environments. Through this management system, people in charge of administrating firms try to focus their direction and their development, looking for the balance between growth and survival in the long term and profitability and aims attainment in the short run. In order to be able to apply this management system in the professional practice, the student will have to assimilate the strategy formulation process as well as strategic analysis models. Then, the student will have to understand those factors and elements that may facilitate or hinder the correct implementation of these strategies.

In short, with this course the student will study the following contents:

- Introduction to Corporate Strategy
- Strategic development patterns
- Environment analysis
- Resources, competences and strategic capability
- Stakeholders expectations and organisational goals
- Foundations of the strategic choice
- Growth strategic options
- Assessment and selection of strategies
- Organisational structure and design
- Resource allocation and control
- Organisational change direction

## 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, other than the degree entry requirements, needs to be accredited to take this course

## OUTCOMES

### 1314 - Degree in International Business

- Develop the capacity to evaluate and critically analyse international economic phenomena and agents.
- Develop intercultural sensitivity and the ability to adapt to other geopolitical contexts.



- Be able to work in multidisciplinary and intercultural teams.
- Understand and reflect on socio-economic and political contexts that affect business and economic decision-making in an international environment.
- Understand the structure and functioning of companies and organisations operating in an international context.
- Use the economic and financial information of the company to make decisions.
- Be able to generate ideas and detect business opportunities in international markets.
- Develop the capacity to prepare and defend reports that contribute to the decision-making of public and private agents.
- Comprender la filosofía de la Dirección Estratégica y los distintos componentes de la estrategia.
- Conocer las distintas técnicas de análisis estratégico. Análisis interno y externo.
- Conocer las distintas opciones estratégicas para el crecimiento de la empresa así como los criterios de diseño, valoración y selección de éstas.
- Implementación de la estrategia: formas organizativas, parámetros de diseño, sistemas de planificación y control, recursos humanos y cultura organizativa.
- Conocer los requisitos necesarios para que la empresa pueda competir en los mercados internacionales.
- Desarrollar la capacidad para trabajar en red, tanto en redes internas de la empresa como en redes inter-empresariales.
- Conocer los distintos modos de entrada y operación en los mercados exteriores.
- Reconocer los distintos procesos de internacionalización que puede seguir una empresa.
- Ser capaz de determinar la configuración internacional de activos que mejor se ajusta a las.... Identificar las características de los sectores de actividad en el marco integración sensibilidad.
- Conocer las características y funcionamiento de los distintos enfoques estratégicos de competencia internacional.
- Ser capaz de diseñar e implementar los mecanismos de coordinación y control de la empresa internacional.
- Conocer los distintos roles estratégicos desempeñados por las filiales exteriores y los procesos de desarrollo de éstas.
- Tener unas nociones básicas sobre el fenómeno de la expatriación.
- Conocer las principales características del proceso de internacionalización seguido por las empresas españolas.
- Mantener una actitud ética en los negocios, respetuosa con los derechos de las personas y el medio ambiente.



## LEARNING OUTCOMES

The learning outcomes of this course are the following:

- To show a strategic attitude in the management of firms
- Capability of formulating the strategy taking the information of the strategic analysis as a starting point
- To operate the different design variables in order to define the organisational structure and coordination and control mechanisms
- Knows the primary aspects of strategic management processes
- Carries out strategic analysis through the employment of analytic tools, identifying and assessing critically external and internal information
- Establishes goals and action plans for the different organisational levels, in a coherent way with a diagnosed environment
- Bears in mind the implications of business decisions and strategies on other stakeholders or the environment
- Foresees the necessary means and resources (human, technical or financial) and knows how to manage them for the suitable implementation of strategies
- Works in team in an effective way with other classmates
- Presents and communicates effectively the result of works or analysis that have been done, both orally and in a written way

## DESCRIPTION OF CONTENTS

### 1. Theme 1. Introduction to the strategic process

- 1.1. Origin of Strategic Management and Strategic attitude
- 1.2. Strategy: definition and components.
- 1.3. The process of Strategic Management
- 1.4. Levels of Strategy

### 2. Theme 2. Strategic Intent

- 2.1. Mission, values and objectives
- 2.2. Corporate governance
- 2.3. Corporate Social Responsibility
- 2.4. Stakeholders and power map

### 3. Theme 3. External analysis

- 3.1. General environmental factors: PESTEL analysis
- 3.2. Analysis of the industry and competitive environment facts
- 3.3. Intra-sectorial analysis: Strategic Groups



#### **4. Theme 4. Internal analysis**

- 4.1. Resources, Capabilities and Competitive advantage
- 4.2. Methods of analysis
- 4.3. Integration of internal and external analysis: SWOT analysis

#### **5. Theme 5. Corporate strategies**

- 5.1. Framework for designing strategies
- 5.2. Strategic development direction
- 5.3. Types of diversification and strategic implications
- 5.4. Development modes: internal, external and mixed development.

#### **6. Theme 6. Competitive strategy in the business unit**

- 6.1. Competitive Argument
- 6.2. Generic strategies: leadership in costs versus differentiation
- 6.3. Strategic Clock model: contributions and limitations

#### **7. Theme 7. Strategy Evaluation and Selection**

- 7.1. Convenience
- 7.2. Acceptability analysis
- 7.3. Feasibility analysis

#### **8. Implementation: Planning and control systems**

- 8.1. The control process
- 8.2. Planning and Control systems

#### **9. Theme 9. Organizational design**

- 9.1. The design of the organization and its relation to the strategy
- 9.2. Coordination mechanisms
- 9.3. Contingency factors
- 9.4. Types of Organizational Structures



**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Development of group work	10,00	0
Development of individual work	10,00	0
Study and independent work	20,00	0
Readings supplementary material	10,00	0
Preparation of evaluation activities	20,00	0
Preparing lectures	10,00	0
Resolution of case studies	10,00	0
<b>TOTAL</b>	<b>150,00</b>	

**TEACHING METHODOLOGY**

There will be **a lecture session and a practice session per week**. Students in the class will be split into two sub-classes (sub-groups) for practice sessions. Practice sessions will consist of working on case studies, developing workshops, presentations and discussions, learning on IT tools relevant for the subject, etc. Lecture slides and practice sessions guidelines and relevant materials will be uploaded onto the course's **virtual classroom** ([aulavirtual.uv.es](http://aulavirtual.uv.es)). Since this course is part of a full-time degree, attendance to all classroom activities is important, and **attendance to all practice sessions is compulsory**.

Students are encouraged to participate actively in all classes, including lectures. **Term permanent student teams (of three or four people) will be made, within each practice sub-class**, as a basis for working on important components of the practice side of the course (case studies, presentations, team project, etc.). The lecturer will create team mail boxes in the virtual classroom, where students will have to upload their assignments by the established deadlines.

Should the students have any course-related queries, questions or feedback, or should they need any guidance or advice on practice assignments, besides being able to contact the lecturer by email, they are encouraged to attend personally the (voluntary) **office tutorials** during the lecturer's office hours.

(<http://centros.uv.es/web/departamentos/D105/castellano/general/tutorias.xml>)

(<http://centros.uv.es/web/departamentos/D105/valenciano/general/tutorias.xml>).



## EVALUATION

The assessment of the “Strategic Management” course consists of two parts:

- **Theoretical contents** of the course: these contents are assessed through a written exam, with a maximum mark of 7 points out of 10 (70% of the grade). The assessment of the theoretical contents of the course takes place through a written exam consisting of a set of objective questions (multiple choice test) and some opening questions.

- **Practical application** of the contents (**Continuous Assessment - CA**) of the course: this part of the assessment marks 3 points out of 10 as a maximum (30% of the grade) and is based on the following criteria:

- Attendance is compulsory, that is, not attending the practical sessions will have a penalty. When the student overcomes the figure of 3 absences, whether if they are justified or not, will be marked with a 0 in the CA grade.
- **PART A:** 15 % of the CA grade corresponds to the individual work of the student during practice sessions (individual assignments + active participation and interest during practice sessions).
- **PART B:** the other 15% of the CA grade is based on the assessment of the collective work that the student will have to do during practice sessions. This part of the assessment is considered, due to its collective nature, **not recoverable**.

CA activities, given their nature and their development in the classroom, are not recoverable, and it is not possible to design an alternative exam that evaluates the acquisition of learning outcomes in the second call. This topic has been known by the student and will be communicated to him at the beginning of the course, in accordance with the regulations of the University of Valencia approved by the Governing Council on May 30, 2017 (ACGUV 108/2017). However, **in those cases where the student, due to justified reasons, cannot attend regularly classes, an alternative working system will be offered to him/her provided he/she communicates and justifies this situation to the lecturer within the first two weeks of the course.** This alternative working system will allow the student to have his PART A (see above) marked, as **PART B work has a collective and an in-class nature and is considered not recoverable.**

## RESTRICTIONS

The student needs to pass the written exam so that the CA mark is considered when calculating the final grade of the course.

## SECOND CALL

When the student does not pass his/her first call, he / she will have to do, in the second call and on the date that the Faculty indicates, an examination with similar characteristics to those of the first call. Also, the exam will be completed with questions in order to assess, when they do exist, the CA activities classified as recoverable (see PART A above). For this second call, the grades of non-recoverable CA activities will be kept. If a student fails in the second call, no grade is kept for the next course.



## REFERENCES

### Basic

- Guerras, L.A. y Navas, J.E. (2015): La Dirección Estratégica de la Empresa.[Recurso electrónico] Teoría y Aplicaciones, Thompson-Cívitas, Madrid.  
(Disponible en trobes.uv.es)
- Johnson, G., Scholes, K. y Whittington, R. (2006): Dirección Estratégica, Prentice Hall, Madrid, 7ª edición.
- Dess, G.G., McNamara, G. & Eisner, A.B. (2016). Strategic Management. Text and Cases, 8th edition, New York: McGraw Hill.
- Grant, R.M. (2016). Contemporary Strategy Analysis. Text and Cases, 9th edition, Chichester (West Sussex): John Wiley & Sons.
- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2017). Exploring Strategy. Text and Cases, 11th edition, Harlow, UK: Pearson.
- Robbins, S.P. & Coulter, M. (2018). Management, 14th edition, Harlow, UK: Pearson.

### Additional

- Ventura, J. (2008): Análisis Estratégico de la Empresa, Paraninfo, Madrid.
- Thompson, Peteraf, Gamble, Stickland (2012): Administración Estratégica, McGraw Hill, México, 18ª edición.
- Mintzberg, H. (1979). The structuring of organizations, Englewood Cliffs, NJ: Prentice Hall.

## 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. CONTENTS

The contents initially collected in the academic guide are maintained.

### 2. WORK VOLUME AND TEMPORARY PLANNING OF TEACHING





The activities and volume of work of the original academic guide are maintained. Sessions planning will be specified at the beginning of the course.

### **3. TEACHING METHODOLOGY**

**The modality of classes for 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.**

### **4. ASSESSMENT**

The academic guide criteria regarding the weighting of the evaluation of each type of activity are maintained. That is:

- Theoretical contents assessment: 70%
- Practical contents assessment (continuous assessment): 30%
- Individual work (delivery of tasks, participation and interest during practice sessions): 15%
- Collective work (delivery of tasks): 15%
- Compulsory attendance at face-to-face practice sessions ('no attendance' subtracts score; more than 3 absences, justified or not, implies a 0 in the score of practical content)
- Restrictions: It is necessary to pass the theoretical contents so that the assessment of the practical contents is considered in the final grade

**In the event that the health situation requires that all teaching be carried out online, the evaluation would be based on the following aspects:**

- The theoretical content would be assessed by individual written test by synchronous task (through questionnaire or task, by Aula Virtual)
- The practical content would be assessed based on the delivery of collective and individual work scheduled throughout the course
- The restriction on compulsory attendance at practical face-to-face sessions would cease to have effect



## 5. REFERENCES

The existing bibliography in the Aula Virtual is maintained. If the case that the health situation imposed a library closure, support material would be provided through the Aula Virtual.