

**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> | 2023 - 2024          |

**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>  |
|----------------------------|--|
| FERNANDEZ MESA, ANA ISABEL | 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

## COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

### 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 (RD 1393/2007) // NO CONTENT (RD 822/2021)**

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. Lesson 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. Lesson 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. Lesson 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. Lesson 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. Lesson 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. Lesson 6. Competitive strategy**

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

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

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

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

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

#### **9. Lesson 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 tutorships** during the lecturer's office hours.

## 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.
- 30% of the EC grade will be based on the student's work during the practices (individual work done in class + active participation and interest during the practice sessions) and the evaluations of the group work that the student will carry out during the practices. practical sessions. This part of the evaluation is considered **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. For this second call, the grades 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. (2022). Exploring Strategy. Text and Cases, 12th edition, Harlow, UK: Pearson.
- Robbins, S.P. & Coulter, M. (2018). Management, 14th edition, Harlow, UK: Pearson.
- Guerras, L.A. y Navas, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Reuters Cívitas, Cizur Menor.



### **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.