

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

<b>Code</b>	35936
<b>Name</b>	General and 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>
1315 - Degree in Finance and Accounting	Faculty of Economics	2	First term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1315 - Degree in Finance and Accounting	8 - Business organisation	Obligatory

**Coordination**

<b>Name</b>	<b>Department</b>
MOHEDANO SUANES, ANTONIA	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

General Management and Business Strategy is a mandatory training course, taught during the first half of the second year of the Degree in Finance and Accounting. It is attached to the Area of Management and has a total of 6 ECTS credits (3 theory and 3 practical).

To meet the requirements of the grade, we propose a program that provides students with the basic knowledge necessary for the study of current approaches to the management of the Company, applying a global and inclusive approach to the analysis and strategic business decisions.

Through this system of management, those responsible for leading companies try to influence the direction and development of the same, seeking a balance between development and long-term survival and profitability and the achievement of short term.



To apply this system in practice address the student must begin the process of taking in strategy formulation and strategic analysis models, then understanding the factors and elements that may facilitate or impede the proper implementation or implementation of these strategies. This applied to the field of corporate finance and accounting.

After completing this course the student will be able to understand the phenomenon of differences in business performance of companies 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

Fundamentals of Business Management

## OUTCOMES

### 1315 - Degree in Finance and Accounting

- Conocer y comprender los distintos niveles de formulación e implementación de la estrategia empresarial así como el papel de la función financiera en dichos procesos.
- Conocer los aspectos básicos sobre el análisis y diseño de las decisiones estratégicas de la empresa.
- Conocer los aspectos clave de la puesta en marcha de la estrategia.
- Conocimiento del entorno económico español, europeo e internacional, los sectores productivos y el funcionamiento de las instituciones.

## LEARNING OUTCOMES

In accordance with the provisions of the curricula of the Degree in Finance and Accounting, learning outcomes described for the subject of General Management and Strategy of the Company are:

- Learn the key aspects of strategic management processes
- It has the basic knowledge about the company, its management and the main functional areas.
- Describes, analyzes and evaluates the behavior and results of companies in a global environment.
- Critically evaluate the strategic situation of a company considering the environment in which it operates and its competitors.



- Know different sources of business information and be able to identify the relevant information and apply it correctly.
- Synthesizes the information in a written report and argues about it using concepts, techniques or models of business organization.
- Make strategic diagnosis using analytical techniques, identifying and critically assessing external and internal information to organizations
- Set objectives and action lines for the different levels of the organization, consistent with a diagnosis context
- It takes into account the implications of decisions and strategies of the company on other actors (stakeholders) or on the environment
- It provides the means and resources (human, technical or financial) needed and knows how to manage them for the correct implementation of the strategies
- It takes into account the context of international business where decisions poses, objectives, actions, plans or strategies „« Work together effectively with others
- Presented and effectively communicate results of studies or analyzes, both orally and in writing
- Manage and understand the literature and documentation in English
- Solve tasks or performing work in the allotted time while maintaining the quality of output
- Proposes and evaluates business activities with a socially responsible perspective

## DESCRIPTION OF CONTENTS

### 1. Introduction of strategic proces

- 1.1. Origin of strategic management and strategic approach
- 1.2. Strategy: definition and levels
- 1.3. The process of strategic management

### 2. Strategic Purpose

- 2.1. Mission, values and objectives
- 2.2. Corporate Governance
- 2.3. Business ethics and Corporate social responsibility
- 2.4. Stakeholders and power map



### **3. External analysis**

- 3.1. Advanced elements of environmental analysis: general and competitive
- 3.2. Intra sectorial analysis: strategic groups
- 3.3. Technical analysis of the environment: foresight and scenario method

### **4. Internal analysis**

- 4.1. Resources, capabilities and competitive advantage
- 4.2. Internal methods of analysis
- 4.3. Integration of internal and external analysis: SWOT analysis

### **5. Strategic options (I): corporatives strategies**

- 5.1. Framework for strategy design
- 5.2. Decisions regarding the scope of activity
- 5.3. Business matrix: BCG and Guardianship
- 5.4. Decisions regarding development patterns

### **6. Strategic options (II): competitiveness strategies**

- 6.1. Generic strategies: cost leadership and differentiation
- 6.2. The focus strategy or niche
- 6.3. The strategy clock model: contributions and limitations
- 6.4 Strategic business units

### **7. Evaluation and selection of strategies**

- 7.1. Criteria for evaluation of strategic alternatives
- 7.2. Analysis of the suitability and screening of options
- 7.3. Analysis of the acceptability and feasibility

### **8. Systems implementation: planning and information systems**

- 8.1. Implementation decisions
- 8.2. Objectives, strategy and planning
- 8.3. The control process
- 8.4. Planning and control systems
- 8.5. Information systems and communication

**9. Organization Design**

- 9.1. Organizational design and its relationship to strategy
- 9.2. Contingency factors
- 9.3. Design variables: the design of jobs
- 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	20,00	0
Development of individual work	10,00	0
Study and independent work	10,00	0
Readings supplementary material	10,00	0
Preparation of evaluation activities	10,00	0
Preparing lectures	5,00	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	15,00	0
<b>TOTAL</b>	<b>150,00</b>	

**TEACHING METHODOLOGY**

In the teaching-learning General Management and Strategy of the Company will use different teaching methods. On the one hand, continue to use expository didactic forms for the case of lectures, although teachers used other methods, didactic forms of participation-seeking student involvement in the teaching-learning process. This second type of methods favour the linkage between teacher and student and among students themselves, and are suitable for the development of generic competencies. The methodology is as follows:

- 1) Lectures: will make use mainly of lectures to present course content specified above. Furthermore, as students will have a more active role in teaching-learning process and they should facilitate autonomy in this process for each topic will have a guiding framework that will enable them, through a literature search, building their own study materials. The aim is to develop the following generic skills: analysis and synthesis of information, critical ability, and ability to learn and work independently.
- 2) Practical sessions can implement the knowledge acquired in the lectures and demonstrate the ability to work in group and interpersonal communication skills. It is further intended that these sessions help to improve the capacity for organization and planning of student work. Normally, the development of practical classes as the fundamental method used the case method, with the resolution, first individually and then in groups. Also make use of other teachers, and the analysis and discussion of readings in class or role-playing.





In compliance with article 6.9 of the UV Evaluation and Qualification Regulations, attendance at practical classes is mandatory. Attendance requirements will be met if the student has attended a minimum of 80% of the hours of this activity and has adequately justified the inability to attend the remaining sessions due to the occurrence of a force majeure.

## EVALUATION

The subject of General Management and Strategy of the Company will be assessed from a consideration of the following:

Synthesis test (60% of the final grade). The main function of synthesis tests (test) to evaluate the achievement of training objectives. The written tests can combine both objective evidence test as evidence of restricted test. In any case, questions may concern both theoretical and practical content. Preferably questions will require the student to relate different concepts of matter. The test will be on the official date that the Faculty of Economics to enable this within the current academic calendar. Prerequisite will get five out of ten in the written test in order to add the continuing evaluation that arises below.

Continuous assessment (40% of final mark). This section will assess the student's progress in acquiring skills or specific skills, generic skills and social skills proposed in this syllabus. The teacher will provide regular feedback, both individually and in groups, the progress made by students,. The teacher, along the course, students will ask the delivery of case studies and / or partial testing to be performed to evaluate individual and / or group. Also assess participation in various activities proposed by the teacher such as analysis and discussion of readings or videos or, if applicable, attendance at conferences or seminars.

This part of the evaluation is obtained from the following components:• Continuous evaluation - attendance and participation in the activities proposed in both theory and / or practical sessions (10% of the final grade). This component will not be recoverable in the second call. • Continuous assessment - delivery of practices and / or tests (30% of the final grade). This component will be recoverable in the second call.

The final grade of the student will be the result of the weighted sum of the notes obtained in the synthesis exam and in the continuous assessment, provided that each part has been exceeded, and they can not be compensated among them. In the case of not exceeding the two, the maximum grade in the minutes will be 4.5.

When the student fails the synthesis test on first call and has passed the part of the continuous evaluation, they will have to carry out a second test on the date established by the center, a synthesis test with the same characteristics as the first. The exam will be completed with tests that will allow evaluating, when available, the continuous evaluation activities classified as recoverable.



On second call, the marks of the non-recoverable continuous assessment activities will be maintained.

## 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. Scholes, K. i Wittington, R. (2011): Exploring Strategy, Pearson, 9th edition
- Robbins, Decenzo & Coulter (2013): Fundamentals of Management, Pearson, 13 th Edition.

### Additional

- Gómez-Mejía, L. R., Balkin, D. B., y Cardy, R. L. (2008): Gestión de Recursos Humanos, Prentice Hall, Madrid.
- Grant, R. (2006): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Civitas, 5ª edición (3ª en Civitas).
- Hodge, B.J., Anthony, W.P. y Gales, L.M. (2003): Teoría de la organización. Un enfoque estratégico. Editorial Prentice Hall Iberia
- Laudon, K.C. y Laudon, J.P. (2004), Sistemas de Información Gerencial. Prentice Hall, México.
- Urbiet, J. A. U. (2018). Dirección estratégica para el siglo XXI. Ediciones Pirámide.
- Ventura, J. (2008): Análisis Estratégico de la Empresa, Paraninfo, Madrid.

## ADDENDUM COVID-19

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

### FICHA DE ADENDA A LA GUÍA DOCENTE

<i>Subject code</i>	35936
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<b>Subject name</b>	General and strategic management
<b>Degree</b>	GCYF
<b>1. Contents</b>  The contents initially collected in the teaching guide are maintained	
<b>2. Volume of work and temporary planning of teaching</b>  The weight of the different activities that add the hours of dedication in ECTS credits marked in the original teaching guide is maintained. Theory sessions will be conducted online.	
<b>3. Teaching methodology</b>  Theory sessions will be 100% non-face-to-face and will be managed through synchronous and / or asynchronous videoconferences using a combination of the following resources:  <ol style="list-style-type: none"><li>1. Upload of materials to the Virtual Classroom</li><li>2. Proposal of activities for virtual classroom.</li><li>5. Recorded transparencies.</li><li>11. Tutoring by videoconference and by email.</li><li>12. Forum in Virtual Classroom.</li></ol> Regarding the practices, in the event that the regulations of the Universitat de València oblige them to be non-presential, these will be carried out through collaborative work platforms such as bbc, Microsoft Teams, etc.  Attendance at practical sessions, in the event that they become non-presential, will continue to be compulsory. The attendance requirements will be met if the student has actively participated in a minimum of 80% of the synchronous videoconferences and has duly justified, where appropriate, the impossibility of attending the remaining sessions due to the presence of a cause of force majeure.	





#### **4. Evaluation**

In the event that a new regulation of the Universitat de València obliges to carry out the synthesis test, of the first and / or of the second call, in person, this test will be carried out through the virtual classroom. In this case, the synthesis test will have the same weight in the final grade for the course as the one included in the teaching guide. It will also be necessary to pass each of the parts of the evaluation, synthesis test and continuous evaluation (minimum 5 points / 10 points in each of the parts) to add the weighted note of each part in the final grade.

#### **5. Bibliography**

The reference manual used is the one that appears in the teaching guide: Guerras, L.A. and Navas, J.E. (2015): The Strategic Management of the Company. Theory and Applications, Thompson-Cívitas, Madrid. Available online through the Library of the Universitat de València.