

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

Code	36126
Name	Strategic management
Cycle	Grade
ECTS Credits	4.5
Academic year	2022 - 2023

Study (s)

Degree	Center	Acad. year	Period
1316 - Degree in Economics	Faculty of Economics	3	Second term

Subject-matter

Degree	Subject-matter	Character
1316 - Degree in Economics	15 - Business organisation	Obligatory

Coordination

Name	Department
URRA URBIETA, JOSE ANASTASIO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The subject of "Strategic Management of the Firm" focuses on the study of current approaches to Management, applying a global and inclusive approach to the analysis and strategic management decisions. Through this system, managers try to influence the direction and development of the firm, seeking a balance between business growth and profitability. To apply this management system, students must understand the processes and issues that are key in formulating business strategies and the factors and elements that may facilitate or impede the proper implementation of such strategies.

PREVIOUS KNOWLEDGE



Relationship to other subjects of the same degree

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

Other requirements

It is highly desirable that students of "Strategic Management of the Firm" have taken before the course "Fundamentals of Business Management".

OUTCOMES

1316 - Degree in Economics

- Show critical thinking skills.
- Show ethical commitment and social responsibility at work, respect the environment and human rights and promote equality between men and women and the culture of peace.
- Be able to collect and analyse information.
- Have oral and written communication skills in the native language.
- Have decision-making skills and be able to apply knowledge to practice.
- Be able to work in a team (including interdisciplinary teams).
- Be able to learn autonomously.
- Be able to use ICTs.
- Recognise strategic conflicts and know how to use basic strategic principles to obtain cooperation and coordination in incentive problems.
- Know the causes of gender and race discrimination in labour markets and in economic and political organisations and the economic corrective measures.
- Know and understand the company, its functional organisation, its objectives and techniques. Understand the processes for the creation and development of the company and of innovation.
- Know how to analyse and design the strategic decisions of the company and their consequences.

LEARNING OUTCOMES

- Get to know the basic concepts of the company and its management and the main functional areas.
- Describe, analyse and evaluate the performance and results of companies in a global environment.
- Evaluate critically the strategic situation of a company in its environment and its competitors.
- Measure the strategic capacity of an organization.
- Use appropriate analytical tools to identify and diagnose strategic problems.
- Know various sources of business information from which it is capable of identifying relevant information and applying it correctly.
- Analyze and manage complex but incomplete information.
- Conceive, design and evaluate appropriate and creative strategic decisions that provide solutions to the company's problems applying the most appropriate techniques and tools.
- Evaluate the implications on the different actors of the decisions designed with special attention to



Corporate Social Responsibility.

- Synthesize the information in a written report and argue about it with concepts, techniques or business organization models.
- Transmit information to others, orally, in an interesting, creative and convincing way.
- Use teamwork efficiently for the search, analysis and synthesis of multiple and complex information and for the improvement of creativity.

DESCRIPTION OF CONTENTS

1. Topic 1. Introduction to Strategic Process

- 1.1. Origin of Strategic Management and strategic approach
- 1.2. Strategy: definition y components
- 1.3. The Strategic Management Process
- 1.4. Levels of Strategy
- 1.5. Processes of strategic decision making

2. Topic 2. Strategic Purpose

- 2.1. Mission, Values and Objectives
- 2.2. Government corporate and Corporate Social Responsibility
- 2.3. Stakeholders and power map

3. Topic 3. External analysis

- 3.1. Environmental analysis
- 3.2. Analysis of the industry and competitive environment factors
- 3.3. Intra-sectoral analysis: Strategic Groups
- 3. 4. Environmental analysis techniques: Prospective and scenarios Method

4. Topic 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. Topic 5. Corporate Strategies

- 5.1. Framework for the design of the strategies
- 5.2. Types of corporate strategies
- 5.3. Diversification strategies
- 5.4. Development modes: internal, external and hybrid development



6. Topic 6. Competitive Strategies

- 6.1. Competitive argument
- 6.2. Generic strategies: cost leadership versus differentiation
- 6.3. The model of strategic watch: contributions and limitations

7. Topic 7. Evaluation and selection of strategies

- 7.1. Convenience or opportunity
- 7.2. Feasibility
- 7.3. Acceptability

8. Topic 8. Implementation of the strategy I: planning and control systems, and information systems

- 8.1. Control concept. Strategic control
- 8.2. Planning and control systems
- 8.3. Information systems for decision making

9. Topic 9. Implementation of the strategy II: Organizational Design

- 9.1. The design of the organization and its relationship with the strategy
- 9.2. Coordination mechanisms
- 9.3. Contingency factors and their effects on organizational design
- 9.4. Types of organizational structures

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	15,00	100
Preparation of evaluation activities	45,00	0
Preparation of practical classes and problem	22,50	0
TOTAL	112,50	

TEACHING METHODOLOGY

Theoretical and practical classes will be combined in order to achieve the proposed objectives. Theoretical classes will basically consist on magisterial lessons. However, the active participation of the student in the classes will be encouraged and valued very positively.



For studying the contents of the subject, in addition to the explanations of the teacher, students must use the bibliography recommended in the course guide. Thus, in the basic bibliography the student will find referenced manuals to study the general contents of the topics of the subject. When developing each of the topics, the teacher will recommend specific references that allow an in-depth study of each of the topics.

The objective of the practical classes is the consolidation and practical application of the techniques and tools introduced in the theory, through the resolution of cases or mini-cases, or the realization of teamwork essays. In order to get the best out of these classes, students must get organized in teams and solve the cases or exercises raised throughout the course, and then discuss the solutions in the classroom.

The teachers of the subject will make use of the VIRTUAL AULA to communicate with the students and provide the necessary cases and teaching materials. <http://aulavirtual.uv.es>

EVALUATION

The evaluation of the subject "Strategic Management" is made up of two parts, which must be passed in order to pass the subject:

1. Theoretical content of the subject (maximum 70% of the final grade): will be assessed by means of a written exam, with a maximum value of seven (7) points out of a total of ten (10).

The evaluation of the theoretical part will be carried out through a written exam that will consist of a set of multiple choice questions and essay questions.

2. Practical application of the contents (maximum 30% of the final grade): will be assessed by continuous assessment during the course, with a maximum value of three (3) points out of a total of ten (10).

The student may achieve a maximum score of three (3) points through the continuous assessment of the work done during the classes, both individually and in groups: one point (1) corresponding to attendance and group exhibition work in the classroom during the practical sessions, and two (2) points corresponding to the delivery of reports on the cases studied during the practical sessions..

In this continuous assessment, the delivery of reports on the proposed cases requested by the teacher, the active participation in the resolution of the cases, and the attitude in class towards learning will be considered. The part of the continuous assessment corresponding to attendance and group exposure work in the classroom during the practice sessions is, by its very nature, not recoverable.

When the grade obtained in the continuous assessment is higher than 1.5 points, this grade will be maintained during the two exam calls of the academic year, so that the subject can be passed passing the theoretical exam in the 1st or 2nd call.

In accordance with the regulations of the University of Valencia approved by the Governing Council on 30 May 2017 (ACGUV 108/2017), *"the students have the right to be able to pass the subject in the second call by carrying out an exam in which they are evaluated of all recoverable continuous evaluation activities, and to maintain the grade of those not recoverable."* Consequently, to this end, students who do not opt for continuous assessment, or who having opted for it have not passed it in the 1st call of the



course with a minimum of one and a half points (1.5) on the three (3) maximum points attributed to it, must perform, on the official dates that the Faculty of Economics establishes for the exams of the 2nd call of the academic year, an objective test, complementary to that of a theoretical nature, corresponding to the recoverable continuous assessment activities; this objective test will consist of the delivery of the reports on the cases studied during the practical sessions, and will suppose a maximum grade of two points (2).

REFERENCES

Basic

- Johnson, G., Scholes, K., Whittington, R. (2006): Dirección Estratégica, Ed. Prentice Hall, Madrid, 7ª edición.
- Navas, J. E. y Guerras, L. A. (2015): La Dirección Estratégica de la Empresa [Recurso electrónico]: Teoría y Aplicaciones. Ed. Civitas -Thomson Reuters, Madrid.
Disponible como recurso electrónico en la biblioteca (catálogo Trobes)
- Johnson, G., Scholes, K., Whittington, R. (2010): Exploring corporate strategy, 8th edition, Prentice Hall.
- Dess, G.G, Lumpkin, G.T. & Eisner, A.B. (2010.), Strategic Management, text & cases, 5th edition, McGraw-Hill
- Urra Urbieto, A. (2018): Dirección estratégica para el siglo XXI : la gestión ante los límites del crecimiento. Madrid : Ediciones Pirámide

Additional

- Ventura, J. (2008): Análisis estratégico de la empresa, Ed. Paraninfo, Madrid.
- Mintzberg, H. (1992): El Poder en la Organización, Ariel, Barcelona.
- Porter, M. E. (1982): Estrategia Competitiva, CECSA, México.
- Mintzberg, H. (1991): La Estructuración de las Organizaciones, Ariel, Barcelona, 1ª ed., 2ª reimp.
- Robbins, S. P. (2004): Comportamiento organizacional, Pearson, Méjico.