

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

<b>Code</b>	36155
<b>Name</b>	Business strategies
<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. Period</b>
1316 - Degree in Economics	Faculty of Economics	4    Second term

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
1316 - Degree in Economics	21 - Pathway: industrial and business economics	Optional

**Coordination**

<b>Name</b>	<b>Department</b>
CAMISON ZORNOZA, CESAR	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

This course is part of Strategic Management, proposing, within it, the development of the Strategy Design and Selection phase. Consequently, this subject focuses on the study of the strategic options available to companies in the current environment. The general objective of the course is to introduce and familiarize the student with the necessary knowledge to define the strategic options to be used by the company within the framework of Strategic Management and in the current socio-economic environment, in which turbulence and globalization have become characteristic features. In addition, the student must understand the concepts that are at the base of this subject under study, as well as the decisions regarding these options in today's business reality.



## 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 recommended to have previously taken and passed the subject of Strategic 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.
- Be able to use English in a professional environment.
- Be able to prepare and defend an economic report.
- Know how to analyse and design the strategic decisions of the company and their consequences.
- Know how to analyse and interpret the economic and financial information of companies.

## LEARNING OUTCOMES

At the end of the course, the student should be able to:

- Understand the concept of business strategy, both in its meaning of process and in its meaning of result.
- Recognize and understand the different levels of business strategy.
- Recognize the different strategic options.
- Assess the advantages and disadvantages associated with each strategic option, as well as the different possible combinations of strategic options.
- Search, analyze and synthesize information from different sources.



## DESCRIPTION OF CONTENTS

**1. Firm objectives and decisions**

**2. Basic corporative decisions**

**3. Strategies based on competitive advantage**

**4. Strategy and business model**

**5. Competitive dynamic as market position**

**6. Development and growth strategies**

**7. Directions of development: strategies of vertical integration**

**8. Directions of development: strategies of diversification**

**9. Methods of external development: mergers and acquisitions**

**10. Methods of external development: strategic alliances**

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Attendance at events and external activities	5,00	0
Development of group work	20,00	0
Development of individual work	20,00	0
Study and independent work	20,00	0
Preparing lectures	10,00	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	5,00	0
<b>TOTAL</b>	<b>150,00</b>	

**TEACHING METHODOLOGY**

In order to achieve the proposed objectives, the teaching-learning process of the Corporate Strategies subject will be supported by the methods of participatory master class, self-guided work from various materials, case studies and preparation of reports and studies monographs. With these methodologies, the aim is to develop the generic and specific competences established above. In this way, students will analyze and synthesize information from different sources, they will work on written communication through the presentation of a written report and oral communication through the oral presentation of the work using different methods and expository supports. Likewise, the capacity for cooperative teamwork will be relevant for the successful development of the project.

**THEORETICAL CLASSES:** It will make use, fundamentally, of the participatory master class. The teacher, in each session, will provide an overview of the topic, and will present and reinforce the key aspects and the most complex concepts. Each session will begin with an outline of the contents to be addressed, and will end with a brief summary highlighting the most outstanding aspects and concepts contemplated.

In order to overcome the limitations of the master class, the self-guided learning method is used so that students have a more active role in their learning process. This method assumes that students take on three responsibilities:

- o For each session, students must individually carry out a preliminary work, which will consist of answering a series of questions related to the topic to be discussed. This previous work done by the students will allow the teacher to start each session with a question to be resolved, which will be discussed in class and will facilitate the participation of the students.



- o To facilitate the autonomy of the students in the learning process, for each subject they will have a guide-outline that will allow them to build their own study materials. Students must prepare the contents of the subject from the teacher's explanations and the recommended bibliography and the materials delivered for each topic.
- o Participate in the possible debates organized by the teacher in the Virtual Classroom Forum.

**PRACTICAL CLASSES:** their objective is the practical application of the concepts and techniques introduced in the theory, through the resolution of real or fictitious cases and exercises and the realization of teamwork. Solving cases and carrying out exercises allow one to enter naturally into the problems related to the knowledge and skills that must be acquired in the subject, reflecting the complexity and uncertainty of business reality and strategic decisions. In addition, the practical sessions help to develop the ability to work in groups, interpersonal communication skills and the ability to organize and plan work. The practical classes may consist of:

Analysis and resolution of cases in class.

Analysis and resolution of cases outside of class and discussion of it in class.

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.

## EVALUATION

The subject will be evaluated based on the consideration of the following aspects: Theory • The theoretical content of the subject will include all the knowledge imparted in the theoretical classes and those collected in the compulsory bibliography and complementary materials that the teacher defines for each subject. • The theory of the subject can be evaluated by two procedures: o Through a final written exam of the entire subject, which may be carried out by any academically admissible means at the discretion of the professor. For this exam, the study and subsequent knowledge of all the material handled in the course will be required, both in theory and in the practical sessions and the cases studied. The exam could last up to 4 hours, and could include short essay questions, multiple choice questions, and analysis of cases, news or reports. A final grade lower than 5 (out of 10) in the exam will imply the direct failure of the subject. o Attendance and participation in theoretical classes and in the debates and exercises that arise. The criteria for evaluating participation will be the number of sessions attended and the quality of the student's participation. o The grade obtained by any of these two procedures may represent up to





100% of the grade for the theoretical part of the subject, the teacher choosing the combination of the two procedures depending on the circumstances in each academic year. Continuous evaluation of practices • The practical part of the subject will be graded based on the continuous evaluation of the participation and follow-up of the practical classes, the formal presentation of the cases and the case reports assigned by the teacher, either individually or in groups. • Attendance to practical classes will be mandatory in compliance with article 6.9 of the UV evaluation and qualification regulations. The student must attend a minimum of 85% of the scheduled hours, having to adequately justify the impossibility of attending the sessions in which he / she is absent due to force majeure in the 15 days after the absence. Failure to comply with this rule will mean the cancellation of the continuous evaluation and its rating at 0 points. Attendance to practices may be organized by any means academically admissible at the discretion of the professor. • The practical activities are not recoverable in the exam in first call, as they try to develop and evaluate the capacities that require the continuous presence and work of the student during a semester. A final grade lower than 5 (out of 10) in the continuous evaluation of the practices will imply the direct failure of the subject. Elaboration of academically directed work • In order to develop the generic and specific competences mentioned above, it will be required to carry out a monographic work, either individually or in a team, consisting of analyzing in a real company some of the concepts studied in the subject. To develop this work, students should consult different sources (books, articles in magazines and in the press, databases, reports, websites, interviews, direct observation). • The evaluation of the work will take into account the quality of its written and oral presentation, the capacity and organization of cooperative work (demonstrated by the procedures used, such as company election cards, responsibility distribution cards among team members, group work schedule, group meeting diary, etc.). A final grade lower than 5 (out of 10) in the final work will imply the direct failure of the subject. • The report must be delivered in writing and deposited online in the Virtual Classroom before the date set by the teacher. • The teacher may demand that the work be presented publicly to the class, with the students being able to use the supports they deem necessary. Global assessment of the subject • The final grade for the course will be the weighted arithmetic mean of the grades obtained in the different evaluation criteria: Grades% of the final grade Final mark of the theoretical part 40% Final mark of the continuous evaluation of practical classes 40% Academically directed work grade 20% • In order to average these three grades, the student must have at least a 5 in each of them. • On the second call, the student may pass the subject if he obtains a final grade equal to or greater than 5 in a final exam that will include all the theoretical and practical content. • At the discretion of the professor, for the purposes of improving the final grade for the subject, the student's attendance at complementary activities and their participation in projects and initiatives promoted by the university may be calculated.

## REFERENCES

### Basic

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Johnson, G. et al.: Dirección Estratégica, 7ª Edición, Prentice Hall, Madrid. .

Guerras, L. A. y Navas, J. E. (2015): La Dirección estratégica de la Empresa. Teoría y aplicaciones, Thomson-Civitas, 5ªed., Madrid. (LIBRO ONLINE)

Instrucciones para la consulta de Guerras y Navas (2015):

- Desde Trobes <http://trobes.uv.es/>, buscar "La Dirección Estratégica de la empresa"



- Seleccionar el libro e introducir user y password de la Universitat de València.
- Buscar el libro en la lista.

### Additional

- Al desarrollar los diferentes temas del programa se facilitarán las referencias complementarias y específicas según los diferentes contenidos.

## ADDENDUM COVID-19

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

In the event that for reasons derived from the Covid-19 pandemic, the obligation of non-face-to-face teaching is imposed (total or partial), the teaching and evaluation of the subject would be governed by the following criteria:

### CONTENTS

The contents initially collected in the teaching guide are maintained.

### WORK VOLUME

The weight of the different activities that add the hours of dedication in ECTS credits marked in the original teaching guide is maintained.

### TEMPORARY PLANNING OF TEACHING

The scheduled sessions are held on the same dates and times.

### BIBLIOGRAPHY

The mandatory bibliography is maintained because it is accessible online. The teachers will complement the necessary study materials with other public access documents accessible through the Virtual Classroom.

### 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.

## EVALUATION

The weight in the final grade of the continuous evaluation of the practices and of the academically directed work is increased, which can reach as a whole from 70% to 100% (now the sum of these activities is 60%). In the event that the qualification of the theoretical part is maintained through a final exam, the objective test to be carried out by the student could be developed as an open written test to be taken through the Virtual Classroom.