VNIVERSITAT Ö ID VALÈNCIA

COURSE DATA

Data Subject	
Code	36790
Name	Strategic management
Cycle	Grade
ECTS Credits	4.5
Academic year	2023 - 2024

Study (s)			
Degree	**Center**	**Acad. year**	**Period**
1933 - D.D. in Law-Economics 2022	Doubles Studies Faculty of Law - Faculty of Economics	2	First term

Subject-matter		
Degree	**Subject-matter**	**Character**
1933 - D.D. in Law-Economics 2022	2 - Asignaturas de segundo curso	Obligatory

Coordination	
Name	**Department**
MAS TUR, ALICIA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

Strategic Management is a compulsory course, which is taught in the first semester of the second year of the Double Degree Law-Economics. It consists of 4.5 ECTS credits.

This course tries to provide students with essential knowledge and skills for business management in today's competitive environments characterized by a high degree of turbulence. This subject proposes a content program that provides the student with the basic knowledge and skills necessary to study the current approaches of company management, applying a global and integrating approach to analysis and strategic business decisions.

The Strategic Management constitutes a way of conceiving the direction of the company in today's environments. Through this management system, the people in charge of running the companies try to guide their course and development, seeking a balance between development and long-term survival, and profitability and the achievement of short-term objectives. To apply this management system in

professional practice, the student must begin by assimilating the process of formulating the strategy and the strategic analysis models in order to then understand the factors and elements that can facilitate or hinder the correct implementation or implementation of strategies. these strategies.

In a synthetic way, with this subject the student will address 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

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 andcoordination and control mechanisms
- Knows the primary aspects of strategic management processesCarries out strategic analysis through the employment of analytic tools, identifying and assessingcritically external and internal information
- Establishes goals and action plans for the different organisational levels, in a coherent way with adiagnosed environment
- Bears in mind the implications of business decisions and strategies on other stakeholders or

theenvironment
- Foresees the necessary means and resources (human, technical or financial) and knows how tomanage them for the suitable implementation of strategies
- Works in team in an effective way with other classmatesPresents and communicates effectively the result of works or analysis that have been done, both orallyand 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, vision, 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
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. Lesoson 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
Theoretical and practical classes	45,00	100
TOTAL	45,00	

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). 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 theyneed any guidance or advice on practice assignments, besides being able to contact the lecturer byemail, they are encouraged to attend personally the (voluntary) office tutorials during the lecturer'soffice hours.

EVALUATION

The assessment of "Strategic Management" course consists of two parts:

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

- Practical application of the contents (Continuous Assessment - CA) of the course: this part of theassessment 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 thestudent overcomes the figure of 3 absences, whether if they are justified or not, will be marked with a 0in the CA grade.
- 30% of the EC grade will be based on the student's work during the practices (individual work done inclass + active participation and interest during the practice sessions) and the evaluations of the groupwork that the student will carry out during the practices. practical sessions. This part of the evaluationis considered, due to its collective nature, non-recoverable.

CA activities, given their nature and their development in the classroom, are not recoverable, and it is notpossible to design an alternative exam that evaluates the acquisition of learning outcomes in the secondcall. This topic has be known by the student and will be communicated to him at the beginning of thecourse, in accordance with the regulations of the University of Valencia approved by the GoverningCouncil on May 30, 2017 (ACGUV 108/2017).

RESTRICTIONS

The student needs to pass the written exam so that the CA mark is considered when calculating the finalgrade 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 thedate that the Faculty indicates, an examination with similar characteristics to those of the first call. For this second call, the grades of non-recoverable CA activities will be kept. If a student fails in the secondcall, no grade is kept for the next course

REFERENCES

Basic

- Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2022). Exploring Strategy. Text and Cases, 12th edition, Harlow, UK: Pearson.
- Grant, R.M. (2016). Contemporary Strategy Analysis. Text and Cases, 9th edition, Chichester (West Sussex): John Wiley & Sons.
- Guerras, L.A. y Navas, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Reuters Cívitas, Cizur Menor.
- 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)

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