

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

<b>Code</b>	41039
<b>Name</b>	Management, area of activity and strategy
<b>Cycle</b>	Master's degree
<b>ECTS Credits</b>	15.0
<b>Academic year</b>	2023 - 2024

**Study (s)**

<b>Degree</b>	<b>Center</b>	<b>Acad. year</b>	<b>Period</b>
2010 - M.U. en Estrategia de Empresa	Faculty of Economics	1	Annual

**Subject-matter**

<b>Degree</b>	<b>Subject-matter</b>	<b>Character</b>
2010 - M.U. en Estrategia de Empresa	2 - Management, area of activity and strategy	Obligatory

**Coordination**

<b>Name</b>	<b>Department</b>
VILLAR GARCIA, CRISTINA	105 - Business Administration 'Juan José Renau Piqueras'

**SUMMARY**

This module will address the study of the key aspects of the general management and strategy in the current company, as well as the decision-making processes characteristic of the agents (managers and management teams) with responsibility in these areas. The module aims to provide the student with the necessary knowledge about the internal functioning of business organizations, company-environment alignment, adaptation to market challenges and decision-making processes, applying the most advanced approaches, concepts and models of the Strategic Management. In a turbulent and changing environment like the current one, the module will place special emphasis on the aspects and behaviors that stimulate and facilitate adaptation to change in business organizations. Some of the subjects that make up the program of this module will be treated in an introductory manner because their development in depth corresponds to modules that will be studied later along the Master.



## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

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

### Other requirements

Not required.

## OUTCOMES

### 2010 - M.U. en Estrategia de Empresa

- Conocer las características, problemáticas e implicaciones humanas, económicas, político-legales y organizativas de las estrategias en contextos de crecimiento y de inestabilidad o crisis, tanto en lo relativo a la determinación del ámbito de actividad (cartera de negocios y ámbito geográfico) como en lo relativo a los argumentos competitivos y las estrategias de negocio
- Dominar las técnicas de diagnóstico estratégico aplicando métodos cuantitativos y cualitativos así como modelos conceptuales, así como interpretar a partir del mismo las implicaciones y restricciones impuestas por el contexto en el que se desarrolla la estrategia
- Conocer las principales líneas de investigación abiertas en el área de la dirección de empresas y su estado de desarrollo actual
- Pensar de modo crítico: organizar el pensamiento, analizar, sintetizar y valorar. Esto incluye identificar asunciones, evaluar evidencias, detectar lógicas o razonamientos falsos, identificar valores implícitos, definir términos y conceptos adecuadamente y generalizar de manera apropiada
- Plantear estrategias innovadoras y pensar de modo creativo: dirigir procesos creativos propios y de otras personas gestionando y aprovechando la diversidad
- Dominar la terminología y el lenguaje sobre economía y dirección de la empresa, en al menos una lengua extranjera, y saber expresarse con fluidez en la misma tanto oralmente como por escrito.
- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities associated with the application of their knowledge and judgments.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.



- Students should demonstrate self-directed learning skills for continued academic growth.

## LEARNING OUTCOMES

Know the characteristics, problems and human, economic, politico-legal and organizational implications of the strategies in contexts of growth and instability or crisis, both in relation to the determination of the scope of activity (business portfolio and geographical area) and in relative to competitive arguments and business strategies

Master the techniques of strategic diagnosis applying quantitative and qualitative methods as well as conceptual models, as well as interpreting from it the implications and restrictions imposed by the context in which the strategy is developed

## DESCRIPTION OF CONTENTS

### **1. Decisions and decision makers: corporate governance, top management teams and value creation (lessons in English)**

This course presents the foundations of strategic management, corporate governance, and strategic decision making (individual and team) in organizations. First, the course introduces the basic concepts and approaches for the development of the strategic process, as well as the factors to be taken into account in it. Next, it analyzes the role played by the different organizational actors in the elaboration and implementation of the strategies, taking into account the context in which they carry out their work. Finally, the course presents the main decisions that shape the design of competitive and corporate strategies, from setting the mission and vision to detailing the functional strategies. Decision making requires real-time data so we will analyze business intelligence and analytics.

Among the points that will be studied are:

- The actors in the strategic process. The structure of corporate governance
- The task of senior management. How important is it?
- Strategic decision making. Business intelligence and analytics
- What is and what is not strategy? Strategic levels
- Strategic development patterns

### **2. Models for Strategic Analysis (lessons in English)**

In this course we will introduce the models that help us develop a strategic analysis based on objective information and adopting a practice-oriented perspective. The program presents the tools that allow to address the three main areas of strategic analysis: identifying and understanding environmental challenges and evaluating the resources and capabilities of the company, considering the framework of expectations and interests of stakeholders.

In this course the following topics are examined:

- What is strategic analysis? Do we need analytical processes?



- Environment analysis and scenario planning
- Analysis of competitors, strategic groups and stakeholders
- Resources, capabilities and competitive advantage
- Analysis of the value chain
- Business model analysis

### **3. Diversification strategies (lessons in English)**

Study of the directions of the strategic development of a company, and more specifically, in that decision that implies an extension of the scope of activity of the same: business diversification. The decision on the direction of the strategic development of the company is at the corporate level and refers to the different possibilities it has for the expansion (growth) or reduction (restructuring) of its activity in the future. We will analyze, in general terms, the different basic development options available to the company (expansion, diversification and restructuring), placing special emphasis on the foundations of business diversification: concept, motivations, risks and dimensions (degree, type and manner of diversification). To finish the course, we will highlight the importance that the managerial aspects can have on the success of the diversified company. We will deepen the problems related to the management of diversified companies and, for this, we will analyze the role that corresponds to the top management of the company in creating value for it, the ways to achieve it and the necessary conditions to achieve it.

- Decisions on the scope of activity: specialization vs diversification
- Business diversification: aspects of its formulation
- The related diversification strategy
- The unrelated diversification strategy.
- Business diversification and results
- Turnaround strategies of the business portfolio

### **4. International strategies (lessons in English)**

This module analyses the phenomenon of the international firm and its management. from a Strategic Management perspective the different issues related to international business are addressed, particularly:

Understanding the global environment in which international firms compete.

Knowing the different options for international expansion and how the internationalization process may be implemented.

Identifying the international strategic approaches and the alternative structural configurations that firms may adopt.

Analysing the alternative strategies that foreign subsidiaries may follow.

Understanding the influence of national culture on business.

Analysing the international human resource policies.

- Globalization and international firms
- Market selection. International entry modes
- Mode combination. Internationalization process





- International structures and configuration. International strategic approaches
- Cultural differences and business
- International human resource management practices
- Foreign subsidiary strategies

### **5. Competitive strategies (lessons in English)**

This course deals with the study of the types and sources of competitive advantages, as well as the decision on the competitive positioning to be used in the market from a dynamic perspective of the competition.

The approaches and theoretical models of competitive strategies are studied (Porter, Miles & Snow, Bowman ...), identifying and analyzing the main contingent factors (type of company, type of sector ...) and the strategic implications of competitive positioning.

Among the points addressed are:

- Sources of competitive advantage
- Competitive strategy models
- Competitive parity.
- Competitive strategies in specific sectors

### **6. Implementation of the strategy (lessons in English)**

The implementation of the strategy and its relationship with the organizational design has traditionally been studied from the configurational approach. These are works that establish typologies of competitive strategies and identify them with those organizational configurations that they consider most appropriate for their execution. The approach we adopt in this subject is different, linking it with competitive strategy and the design of the organization through the concept of organizational capacity. This approach is less structuralist - it does not offer closed patterns, but it provides a more applied vision, since it places emphasis on explaining the tools that the manager must use to design organizations that are appropriate for the performance of certain organizational capacities.

Throughout this course will be justified and settled based on the following axioms knowledge:

- The design of the organization must be consistent with the competitive strategy formulated. Therefore: 'Different competitive strategies require different organizations'. The strategy-organization relationship is unique and specific and therefore has a scientific component (based on established knowledge and of general application) and a craft component (necessary to make a unique and unrepeatable idiosyncratic adjustment)
- The organization, in addition to allowing the implementation of the strategy, encourages the development of appropriate behaviors for the execution of the same. Therefore, we will deal in an integrated manner with elements such as HR systems and policies.
- The design of the organization must respond to a series of factors such as: Technology; Hostility / turbulence of the environment / company history; Legal framework; Complexity by virtue of: size / heterogeneity of / physical distance between the different activities.
- The effectiveness of the organization depends on the adjustment with the strategy.

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	150,00	100
Development of group work	60,00	0
Development of individual work	53,00	0
Study and independent work	112,00	0
<b>TOTAL</b>	<b>375,00</b>	

**TEACHING METHODOLOGY**

Theoretical practical classes and case teaching method

**EVALUATION**

The assimilation of the module contents will be assessed through tests (objective and /or oral) and tasks to be presented along the course, as well and the oral presentation of the work performed or practices. These tests will aim to assess the achievement level of learning outcomes, especially those focused on specific skills module with respect to content and application. The ability of students to work together, argue and defend ideas and attitudes in accordance with ethical, social responsibility, fairness, equality and respect will be assessed.

The final grade will be calculated by averaging the credits of the different subjects that will need to be passed individually. In case one of the subjects is failed, the student will have the right to retake it through an exam on the second call term as established by the coordinator of the masters' degree.

**REFERENCES****Basic**

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Grant, RM (2006), Dirección estratégica. Conceptos, técnicas y aplicaciones. Thomson Civitas, Madrid, 5ª ed.

Guerras, LA, Navas JE, y López, PL (2015.) La dirección estratégica de la empresa: teoría y aplicaciones. Ed. Aranzadi.

Johnson, G., Whittington, R., Scholes, K., Angwin, D., y Regnér, P. (2017). Exploring strategy. Prentice Hall, 10th ed.



Ventura, J. (2008) Análisis estratégico de la empresa. Paraninfo, Madrid.

#### **Additional**

- La especificación de los materiales y referencias bibliográficas para las asignaturas de este módulo está a disposición de los alumnos matriculados en el aula virtual de la Universitat de València (<http://aulavirtual.uv.es>)