COURSE DATA

Data Subject	
Code	41040
Name	Modalities of strategic development
Cycle	Master's degree
ECTS Credits	9.0
Academic year	2024 - 2025

Study (s)

Degree	Center	Acad. year	Period
2010 - Master's Degree in Business Strategy	Faculty of Economics	1	Annual

Subject-matter

Degree	Subject-matter	Character
2010 - Master's Degree in Business Strategy	3 - Modalities of strategic development	Obligatory

Coordination

Name	Department
DOLZ DOLZ, CONSUELO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This module addresses the characteristics and implications of the strategic development modalities in organizations, such as: 1) organic or internal development, 2) mergers and / or acquisitions and 3) strategic alliances. The purpose of the module is to analyze these aspects, both from a theoretical and practical approach or applied to the 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

Not required

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

2010 - Master's Degree in Business Strategy

- 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.
- Conocer las características, problemáticas e implicaciones humanas, económicas, político-legales y organizativas de las diferentes modalidades de desarrollo estratégico (fusiones y/o adquisiciones de empresas; alianzas estratégicas, desarrollo interno...)
- Saber concretar la estrategia en acciones específicas y medibles, así como integrar la estrategia competitiva y corporativa con las diferentes funciones de la empresa (finanzas, marketing, producción, aprovisionamiento, políticas de calidad, innovación, recursos humanos...)
- Know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- To be able to integrate knowledge and face the complexity of formulating judgments from information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

- Know how to communicate your conclusions (and the underlying knowledge and reasons) to both specialist and non-specialist audiences in a clear and unambiguous way.
- Possess the learning skills that will allow them to continue studying in a way that will be largely self-directed or autonomous.

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

- Knows the characteristics, problems and implications of human, economic, political, legal and organizational modalities of the different strategic development (mergers and / or acquisitions, strategic alliances, internal development ...)

- Knows how to realize the strategy into specific actions and measurable, and integrate the corporate competitive strategy and the different business functions (finance, marketing, production, procurement, quality policies, innovation, human resources ...)

- Masters the techniques of strategic diagnosis using quantitative and qualitative methods and conceptual models, and to interpret from the same implications and restrictions imposed by the context in which strategy is developed

DESCRIPTION OF CONTENTS

1. Internal develoment

The contents studied in the subject of Internal Development are the following:
1) Internal development: definition and characteristics.
2) Advantages and disadvantages of internal development. Critical analysis of the need for internal development.
3) Corporate entrepreneurship, innovation and organizational learning.
4) Dynamizing factors:
- Challenges of internal development: strategic impulse; entrepreneurial orientation, the organization that learns.
- Internal development planning: investment policies, HR development and other necessary resources).

2. Mergers & Acquisitions

In the subject of Mergers and Acquisitions, this method of development is presented as an appropriate option based on the characteristics of the strategic decision it serves, that is, according to the strategic objective pursued. It will lend itself to the following contents:
1) Mergers and acquisitions: definition and main typologies.
2) The main reasons why companies carry out this type of operations relating, on the one hand, the merger and acquisition decisions with the strategic diagnosis and, on the other, the types and reasons for the performance of these operations.
3) The various stages of mergers and acquisitions. First, the decision/ preparation stage that includes issues such as the search and selection of partners. Next, the negotiation process. And finally, the main

variables of the stage of integration and implementation of this development modality.
4) The critical aspects of success of mergers and acquisitions.

3. Strategic Alliances

The contents that are studied in the subject of Strategic Alliances are the following:
1) Strategic alliances: definition, approaches and characteristics.
2) Reasons / reasons, advantages / disadvantages and limits of strategic alliances.
3) Types and choice of strategic alliances.
4) The process of formulating the cooperation strategy:
- Search and selection of allies.
- Negotiation of strategic alliances: initial agreement and revisions of the agreement.
5) Critical factors of success and failure in the development of a strategic alliance.
6) Strategic alliances in the current socioeconomic context: from competition to cooperation.
7) The link between the private sector and the Third Sector in strategic alliances.

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	90,00	100
Development of group work	25,00	0
Development of individual work	20,00	0
Study and independent work	90,00	0
TOTAL	**225,00**	

TEACHING METHODOLOGY

In the development of the module different teaching methods will be used. On the one hand, expositive didactic forms will be applied, although with the participation and involvement of the students. On the other hand, in order to develop the competences previously exposed, other teaching methods will be used, such as the analysis and discussion of readings, case studies, the role playing, among others.

EVALUATION

The module will be assessed in two blocks:

- Continuous assessment (60% of the final mark): through the completion and presentation of various activities, both individual and group, as well as class participation. Each subject will establish its own continuous assessment system.

- Final assessment (40% of the final mark): a theoretical-practical exam. This exam consists of one or more practical cases that will cover questions from the three subjects that make up the module, deriving an individual mark from this evidence for each subject.

The final mark for the module will be calculated as a weighted average of the credits of the different subjects (both final and continuous assessment).

Assessment conditions:

Attendance and participation in the different sessions of the subjects will be compulsory (including external ones) in order to be able to compute the continuous assessment. Likewise, the activities that form part of the continuous assessment will be of a NON-RECOVERABLE nature insofar as they seek to develop and evaluate the competences. Therefore, the mark obtained in the continuous assessment block will be maintained in both examinations.

In order to add up the mark obtained in the continuous assessment it will be necessary to pass the written exam with a minimum mark of 5 points. The final exam mark will be obtained by calculating the average of the marks obtained in the three subjects, provided that a minimum mark of 4 points has been obtained in each of them.

Students who do not pass the final exam at the first call will have the right to take the exam at the second call. If the student has obtained a minimum of 5 points (out of 10 points) in any subject in the first exam, he/she will be allowed to keep this mark for the second exam and only take those subjects in which the mark was lower than 5 points in the first exam.

The first and second exams will be held on the dates established by the master's degree management.

USE OF ARTIFICIAL INTELLIGENCE. The use of Artificial Intelligence, and any other similar type of tool, will be permitted to be applied, both to classroom work and to independent work, as long as the student incorporates a declaration of responsible use into these tasks, indicating, in each case, how it has been used, the source and the parts of the work affected.

Learning to use AI is an emerging skill and we will provide training on how to use it.

You must be aware of AI limits, such as the following:

- If you provide minimal effort prompts, you will get low quality results. You will have to perfect your directions to get good results. This requires work.

- You will be responsible for any errors or omissions provided by the tool. Check the sources.

- AI is a tool, think carefully when it is useful. Do not use it if it is not appropriate for the case or circumstance.

You must include a paragraph at the end of any task that uses Artificial Intelligence explaining what you have used it for and what instructions you have applied to obtain the results. If you do not, you will be in violation of the academic honesty policy, and it will be considered plagiarism.

REFERENCES

Basic

- -Carnicer, D. & Martínez, M. (2020): Alianzas inteligentes para la transformación competitiva de las organizaciones, Ed. McGraw-Hill, Madrid.
- Dess, G.G, Lumpkin, G.T. & Eisner, A.B. (2010.), Strategic Management, text & cases, 5th edition, McGraw-Hill.
- Fernández, Javi (2005). Gestión por competencias. Prentice Hall, Madrid.
- Helfat, C.E. (ed., 2003). The SMS Blackwell Handbook of Organizational Capabilities: emergence, development, and change. Blackwell, Oxford
- Junni, P., & Teerikangas, S. (2019). Mergers and Acquisitions. Oxford Research Encyclopedia of Business and Management. https://doi.org/10.1093/acrefore/9780190224851.013.15
- Meier, O. & Schier, G. (2006): Fusions Acquisitions: Stratégie, finance, management. Ed Dunod.
- Schaan, J.L., Kelly, M. & Tanganelli, D. (2012). Gestión de alianzas estratégicas, Pirámide, Madrid.
- Tidd, J. & Bessant, J. (2009). Managing Innovation, Wiley & Sons, Chichester.

Additional

- La especificación de los materiales y referencias bibliográficas complementarias 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)