

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

Code	41043
Name	Implementation of competitive strategies and strategic development options
Cycle	Master's degree
ECTS Credits	14.0
Academic year	2022 - 2023

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	6 - Implementation of competitive strategies and strategic development options	Optional

Coordination

Name	Department
GONZALEZ CRUZ, TOMAS	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

This module focuses on the techniques and problems of the concretion of competitive strategies and the modalities of development in actions and specific plans, as well as in the implementation of these strategic options.

PREVIOUS KNOWLEDGE



Relationship to other subjects of the same degree

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

Other requirements

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

2010 - Master's Degree in Business Strategy

- 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)
- Conocer las principales líneas de investigación abiertas en el área de la dirección de empresas y su estado de desarrollo actual
- Plantear estrategias innovadoras y pensar de modo creativo: dirigir procesos creativos propios y de otras personas gestionando y aprovechando la diversidad
- Liderar equipos de personas en el desarrollo y aplicación de estrategias, seleccionando el estilo de liderazgo apropiado en cada situación, estableciendo objetivos, motivando y controlando los resultados, apoyando el desarrollo de las personas y aprovechando su diversidad y riqueza
- Gestionar procesos de negociación en diferentes contextos, y saber desarrollar procesos de cambio organizativo.
- Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.
- Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.

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

Know how to specify the strategy in specific and measurable actions, as well as integrate the competitive and corporate strategy with the different functions of the company (finance, marketing, production, procurement, quality policies, innovation, human resources ...).



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.

Develop analytical skills that allow to extract relevant knowledge from the analysis of available information.

Develop innovative business models that allow to escape from the competitive dynamics of mature sectors.

Know the main lines of research open in the area of business management and its current state of development.

DESCRIPTION OF CONTENTS

1. Strategy implementation tools

The subject aims to:

Show how the strategy is made concrete

Analyze what techniques or tools we can use to facilitate the implementation of the formulated strategy.

Show how the design of the organization can act as facilitator (or brake) for a correct implementation of the strategy

Explain the implementation tools offer continuous information that facilitates the a priori control and allows the reformulation of the strategy, giving the strategic processes more flexibility

The student must be able to:

Know how to specify the strategy in specific and measurable actions, as well as integrate the competitive and corporate strategy with the different functions of the company (finance, marketing, production, procurement, quality policies, innovation, human resources ...).

Posing innovative strategies and thinking in a creative way: directing own and other people's creative processes, managing and taking advantage of diversity.

Lead teams of people in the development and application of strategies, selecting the appropriate leadership style in each situation, establishing objectives, motivating and controlling the results, supporting the development of people and taking advantage of their diversity and wealth.

2. Implementing Value Innovation Strategies (lessons in English)

In this course, you will engage in the following systematic process of innovative thinking, which will serve you in future professional situations. Based on all your prior learning along this master, you will first learn to recognize the complexities of a specific no-win situation set in a highly competitive environment and a declining market. You will learn to change your thinking paradigm, and by recognizing and creating demand for non-customers you will break through into innovation in your business strategy. You will create an innovative business model as a result, which you plan to be sustainable in the market place. You will confront the temporary nature of sustainability in the face of competition and mobilize cognitive and economic barriers to defend your position as long as you can for the temporary advantage of the



business. By entering into this innovative cycle you will acquire a unique approach to problem solving.

On completion of the course the student should be able to:

- Identify, aggregate and analyze pertinent information from different sources
- Take decisions on an analysis made by a group
- Create innovative solutions
- Identify the difference between competitive thinking and an innovative paradigm
- Apply tools from a model to solve a business situation
- Think conceptually around creating new business models
- Appreciate the interdependency of the multiple dimensions of a business
- Adopt an innovative mindset and apply value innovation techniques to the creation of a business opportunity
- Mastermind a sustainable strategy based on an innovative business opportunity

3. Business Turnaround

In this subject we present the main organizational contingencies during the decline and crisis, the diagnosis of situations of instability, the main decisions in these situations, in particular the decision between abandonment or restructuring, and the process of implementation or implementation of the strategy (the turnaround process).

Therefore, it also deals with the analysis of the moderating factors in the response, the communication of the strategy and the relationship with stakeholders, the defensive actions aimed at reducing costs, divestments, organizational restructuring, labor, management teams, financial and insolvency and bankruptcy proceedings; as well as the most offensive directed towards a strategic repositioning.

Regarding the survival strategies / turnaround the contents that are studied are the following:

- The diagnosis of situations of instability / crisis.
- Main decisions in situations of instability / crisis.
- Exit vs. Sanitation; speed of the process.
- The communication of the strategy and the relationship with stakeholders.
- Restructuring of the scope of activity.
- Cost reduction actions (outsourcing, offshoring, retrenchment, divestments).
- Organizational restructuring.
- Labor and management team restructuring.
- Financial restructuring.
- Bankruptcy proceedings and bankruptcy.

4. Change Management

This course offers an overview of the management of change in organizations. The basic objective is to raise awareness of the importance of knowing how to manage changes in public and private companies as a key way to reduce the possibility of failure. For this, the corresponding theoretical foundation will be exposed, after which several professionals will present practical cases that they have managed and will discuss with the assistants about them. The focus on people, strategy and the public sector will govern the practical sessions and will allow to study the processes of change through its stages, obstacles and facilitators.

**WORKLOAD**

ACTIVITY	Hours	% To be attended
Theory classes	140,00	100
Development of group work	35,00	0
Development of individual work	35,00	0
Study and independent work	140,00	0
TOTAL	350,00	

TEACHING METHODOLOGY

Case teaching method and participative teaching methods

EVALUATION

The module will be evaluated through tests (essay, objective and / or oral) and through observation techniques. The tests will consist of papers to be presented throughout the course and exams (with essay and / or objective questions), as well as the oral presentation of the work or practices carried out. These tests will aim to assess the level of scope of learning outcomes and especially those focused on the specific competences of the module with respect to content and application.

Likewise, continuous observation or evaluation techniques will be applied, based on their participation and involvement in the teaching-learning process. This evaluation will be carried out through the individual reports and papers presented in written and oral form, as well as in the participation. They should make it possible to measure the scope of all learning outcomes, especially skills competences. The ability of students to work as a team, argue and defend ideas, as well as their attitudes in accordance with ethical criteria, social responsibility, equity, equality and respect for human rights will be evaluated.

REFERENCES**Basic**

- Bontis, N., Crossan, M.M., y Hulland, J. (2002). Managing an organizational learning system by aligning stocks and flows. *Journal of Management Studies*, Vol. 39, No. 4, pp. 437-469.

Abdullah, H.S. y Ahmad, J. (2009): The fit between organizational structure, management orientation, knowledge orientation, and the values of ISO 9000 standard. A conceptual analysis. *International Journal of Quality & Reliability Management*. Vol. 26 No. 8, pp. 744-760.

Kaplan y Norton (2001): Como utilizar el Cuadro de Mando Integral (The strategy-focused organization). Harvard Business School Press.

Kaplan, R. S. y D. P. Norton (1996). Using the balanced scorecard as a strategic management system.



Harvard Business Review (January-February): 75-85.

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>)