

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

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|----------------------|---------------------|
| Code | 41044 |
| Name | Strategists' skills |
| Cycle | Master's degree |
| ECTS Credits | 6.0 |
| Academic year | 2023 - 2024 |

Study (s)

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

Subject-matter

| Degree | Subject-matter | Character |
|---|-------------------------|------------------|
| 2010 - Master's Degree in Business Strategy | 7 - Strategists' skills | Optional |

Coordination

| Name | Department |
|-----------------------|--|
| SALAS VALLINA, ANDRES | 105 - Business Administration 'Juan José Renau Piqueras' |

SUMMARY

In this module, two blocks of knowledge are presented that are closely related and that refer to the behavior of the strategist, and more particularly, to his technical, strategic and sustainable competence. The first block, focused on the strategic competence of the strategist, is called "Leadership, managerial skills and strategic thinking". The block is aimed at developing strategic thinking skills with a view to achieving better results in the field of efficiency and effectiveness, with special implications for innovation and creativity. The second block, focused on the sustainable competence of the strategist, is called "Corporate Social Responsibility and business ethics". The block is oriented to the study of the relationship between sustainability and strategy, so that the concepts of Corporate Social Responsibility and Corporate Sustainability are analyzed as a strategic approach based on the triple economic, social and environmental dimension.



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

- 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
- 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)

1. Formulate and implement innovative and creative strategies through directing their own creative processes and those of other people, managing and taking advantage of diversity.
2. Learn how to lead teams of people in the development and application of strategies, selecting the appropriate leadership style in each situation, establishing objectives, motivating and controlling results, supporting the development of people and taking advantage of their diversity and richness.
3. Learn how to manage sustainability in the company, applying different sustainability models and social responsibility actions, both from an internal and external point of view.



DESCRIPTION OF CONTENTS

1. Leadership, managerial skills and strategic thinking

The main objective of this subject is to structure the key variables of the strategist through the competence of strategic thinking.

The main topics to be addressed are related to:

- Strategic skills and the concept of strategic thinking
- Time management, delegation and teamwork
- Communication and negotiation skills
- Creative thinking

2. Corporate Social Responsibility and Business Ethics.

The main objective of this subject is to structure the key variables of the strategy through the competence of corporate sustainability, social responsibility, and ethics in organizations.

The topics that will be addressed in this block are the following: 1. Ethics and Corporate Social Responsibility

2. Measurement and business models of Corporate Social Responsibility

3. Creation of Shared Value and Model of the Economy for the Common Good

4. Socially Responsible Companies

WORKLOAD

| ACTIVITY | Hours | % To be attended |
|--------------------------------|---------------|------------------|
| Theory classes | 60,00 | 100 |
| Development of group work | 15,00 | 0 |
| Development of individual work | 15,00 | 0 |
| Study and independent work | 60,00 | 0 |
| TOTAL | 150,00 | |

TEACHING METHODOLOGY

Case teaching method and participative teaching methods

EVALUATION



The subject will be assessed through both tests (test, objective and / or oral) and through observation techniques.

The tests consist of works to present along the course and exams (essay questions and / or objective) 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 observation techniques or continuous assessment, based on their participation and involvement in the teaching-learning process. This evaluation is done through individual reports and papers presented written and oral, as well as participation. They will measure the extent of all learning outcomes, especially the powers of skills. Assess the capacity of (the) student to work together, argue and defend ideas and attitudes in accordance with ethical, social responsibility, fairness, equality and respect human rights. This part of the evaluation may involve less than 60% of the final grade (the) student.

REFERENCES

Basic

- Armenakis, A.A., & Bedeian, A.G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, Vol. 25, No. 3, pp. 293-315.
- Bass, B.M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, Vol. 18, No. 3, pp. 19-31.
- Bontis, N., Crossan, M.M., & Hulland, J. (2002). Managing an organizational learning system by aligning stocks and flows. *Journal of Management Studies*, Vol. 39, No. 4, pp. 437-469.
- Camps, J., Oltra, V., Aldás-Manzano, J., Buenaventura-Vera, G., & Torres-Carballo, F. (2015). Individual performance in turbulent environments: The role of organizational learning capability and employee flexibility. *Human Resource Management*, advance online publication, DOI: 10.1002/hrm.21741
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- Dyllick, T. & Muff, K. (2016): Clarifying the meaning of sustainable business: introducing a typology from business-as-usual to true business sustainability, *Organization & Environment*, 29(2), 156-174. DOI: 10.1177/1086026615575176.
- Felber, C.; Campos, V.; Sanchis, J.R. The Common Good Balance Sheet, an Adequate Tool to Capture Non-Financials? *Sustainability* 2019, 11, 3791. <https://doi.org/10.3390/su11143791>.
- Johnson, M. P. y Schaltegger, S. (2016). Two decades of sustainability management tools for SMEs: How far have we come? *Journal of Small Business Management*, 54(2), 481-505. <https://doi.org/10.1111/jsbm.12154>.
- Porter, M. E. y Kramer, M. R. (2011): Creating Shared Value. How to reinvent capitalism and unleash a wave of innovation and growth, *Harvard Business Review*, Vol. 89, nº 1/2, pp. 2-17.
- Sanchis, J.R., Campos, V. & Ejarque, A. (2021): El modelo organizativo de la Economía del Bien Común y su comparación con otros enfoques de la sostenibilidad, CIRIEC-España, *Revista de Economía Pública, Social y Cooperativa*, 101, 143-163. DOI: 10.7203/CIRIEC-E.101.16399.



Additional

- - La especificación de los materiales y referencias bibliográficas 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>)