

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

Code	44473
Name	Implementation of strategies
Cycle	Master's degree
ECTS Credits	4.5
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2212 - M.U. en Dirección de Empresas. MBA 15-V.2	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2212 - M.U. en Dirección de Empresas. MBA 15-V.2	1 - Management	Obligatory

Coordination

Name	Department
BENAVIDES ESPINOSA, MARIA DEL MAR	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The subject Implementation of Strategies belongs to the subject area of Management and provides students with the necessary knowledge on the internal functioning of business organisations and decision-making processes. The current approaches of business management are applied and guided by a global, integrative, and strategic viewpoint. Through this system, managers guide the direction and development of companies, seeking a balance between development, long-term survival, profitability, and the achievement of short-term objectives. To apply this management system in professional practice, considering the process of formulating business strategies as studied in the subject Formulation of Strategies, the student must understand the factors and elements that can facilitate or hinder the proper implementation of such strategies. For this reason, the general objective of the course is to make students aware of the fundamentals and tools of strategic management in the field of strategy implementation, with sufficient depth for application in business practice.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

It is recommended that before this subject the students have studied and taken the subject 44472 "Formulation of Strategies".

OUTCOMES

2212 - M.U. en Dirección de Empresas. MBA 15-V.2

- 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.
- Prepare, write and publicly present business reports and projects in a clear and coherent manner, defend them with rigour and tolerance and respond satisfactorily to criticisms relating to them.
- Seek, select and assess information from the different actors in the environment, both through traditional methods and information and communication technologies, to use it effectively in the face of problems and situations related to business activity.
- Analyse, synthesise and evaluate information, in a rigorous and critical manner, and be able to identify assumptions, assess evidence, detect false logic or reasoning, identify implicit values, and generalise adequately about problems and situations related to the business world.
- Act in the company's decision-making within the framework of human rights, democratic principles, the principles of equality between women and men, solidarity, environmental protection, universal accessibility and design for all, and the promotion of a culture of peace.
- Promote the ability to work in a team and to collaborate and organise the group's activities effectively and efficiently both in the area of general management and in the other functional areas of the company.
- Make both individual and collective decisions in professional practice as a company manager.
- Implement and control the company's strategy at its different levels, including the design of the company's organisational structure in accordance with its contingency factors.



- Formulate proposals for improving the company's strategy at its different levels as a result of a process of review and control.
- Structure the corporate and competitive strategies of the company, integrated within the functional strategies, according to the principles and methods of the main management systems.

LEARNING OUTCOMES

- They know the key aspects of strategic management processes
- Provide the necessary means and resources (human, technical or financial) and know how to manage them for the correct implementation of the strategies
- Know how to plan to organize and control the implementation of business strategies
- Evaluate the consequences for the organization of decisions regarding Human Resources on the behavior of individuals and groups.

DESCRIPTION OF CONTENTS

1. EVALUATION AND SELECTION OF STRATEGIES

1. Convenience
2. Acceptability analysis
3. Feasibility analysis
4. Selection of strategies

2. INFORMATION SYSTEMS

IMPLEMENTATION

SYSTEMS: PLANNING AND INFORMATION SYSTEMS

1. Implementations decisions
2. Decisions making
3. Information systems

3. DESIGN OF THE ORGANIZATION

1. The design of the organization and its relationship with the strategy
2. Design variables
3. Contingency factors
4. Design of jobs
5. Types of organizational structures

**4. HUMAN RESOURCES STRATEGY**

1. Planning and implementation of Human Resources policies
2. Selection of Human Resources strategies to improve results
3. Development of competencies and behavior orientation

5. PLANNING AND CONTROL SYSTEMS

1. Objective, strategy and planning
2. Control processes
3. Planning and control systems

6. CHANGE AND LEARNING

1. Change management
2. Strategic leadership
3. The organization that learns

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	27,00	100
Tutorials	18,00	100
Development of group work	12,00	0
Study and independent work	23,00	0
Readings supplementary material	3,00	0
Preparation of evaluation activities	22,50	0
Preparing lectures	3,00	0
Resolution of case studies	4,00	0
TOTAL	112,50	

TEACHING METHODOLOGY

This subject is structured through 7 sessions.

The vast majority of sessions will be theoretical-practical.

On the one hand, the sessions will be expository, adjusting to a school model in which student participation is encouraged (participatory master class). To do this, the student must prepare the contents of each of the sessions in advance, based on the recommended bibliographic references and the materials provided in advance by the teacher.



On the other hand, the sessions will also be practical in order to apply the theoretical knowledge, clarify the doubts and deepen in those aspects that have not been sufficiently developed in the theoretical part. In this case, the methodology will be diverse: discussion of articles or readings, analysis and resolution of practical cases, debates, team work, search and analysis of information, oral presentation. With this, it is intended that the practical sessions contribute to develop the attitudes and skills that the subject seeks to enhance to optimize the preparation of students for professional practice.

EVALUATION

The evaluation system of this subject consists of:

- 1) Objective test: 50% of the final grade (written exam)
- 2) Works or practices (individual or group, inside or outside the classroom) and active participation in class: 50% of the final grade (continuous assessment)

The final grade will be the result of the weighted sum of the grade obtained in the exam and in the continuous evaluation, as long as the exam has been passed.

Plagiarism is severely penalized. The evidence of a student's copy of any individual or collective work will imply the automatic suspension of the subject.

REFERENCES

Basic

- Guerras, L.A y Navas, J.E (2015): La Dirección Estratégica de la empresa. Teoría y aplicaciones. Thomson-Civitas, 5ª Edición, Madrid.
- Johnson, G; Scholes, K; Whittington, R. (2006): Dirección Estratégica. Pearson, 7ª Edición.
- Kaplan, R; Norton, D. (1997): Cuadro de Mando Integral. Gestión 2000, Madrid
- Hodge, B.J., Anthony, W.P. y Gales, L.M. (2003): Teoria de la organizació. Un enfoque estratègic. Editorial Prentice Hall Ibèria.
- Gómez-Mejía, L.; Balkin, D., Cardy, R. (2008): Gestión de Recursos Humanos, Pearson, Madrid.

Additional

- Kaplan, R; Norton, D. (2004): Strategy Maps. Harvard Business School Press, Boston
- Nonaka, I. y Takeuchi, H. (1999). La organización creadora de conocimiento. Ed. Oxford University Press, México.



ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

Given the possibility of quarantine of some students or confinement of the population, the possibility of teaching distance learning by synchronous methods is contemplated, allowing the full development of the program. The appropriate measures will be taken if necessary, to facilitate access to the training sessions of any student who has to observe quarantine unexpectedly throughout the course.