

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

Code	44864
Name	Business organisation and strategy
Cycle	Master's degree
ECTS Credits	12.0
Academic year	2023 - 2024

Study (s)

Degree	Center	Acad. year	Period
2237 - M.U. en Planificación y Gestión de Procesos Empresariales	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2237 - M.U. en Planificación y Gestión de Procesos Empresariales	2 - Business organisation and strategy	Obligatory

Coordination

Name	Department
VILLAR GARCIA, CRISTINA	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

The module “Business Organization and Strategy” offers students a global and integrated vision of organizations that allows them to understand their relationship with their environment and the different strategic options to compete. It is intended to introduce students to the fundamental aspects of the Strategic Management process, understood as the appropriate business management model to meet the challenges of the firm in the 21st century in a sustainable way.

The module presents the methodology for the formulation and implementation of strategies at different levels based on their analysis, evaluation, selection, and implementation of business decisions, with special emphasis on internationalization to compete in the global environment. It also tries to develop corporate governance skills (management functions and organization of the company, perception of change in the global environment, definition of goals, decision-making, supervision and control, time management, etc.); and management or interpersonal skills (leadership, teamwork, meeting management, conflict management, negotiation...). These general objectives must be observed: a) firstly, into the achievement of basic theoretical knowledge about the company and its governance (objectives of the



cognitive domain or those related to content); b) secondly, in the development of both intellectual and behavioral skills, necessary for the exercise of managerial work, c) lastly, in the assumption of positive attitudes, values, norms and habits that promote professional practice by service of society within the framework of ethics. The model of theoretical and practical training proposed must favor not only the accumulation of "knowledge", but also introduce the development of skills related to "knowing how to do" and "knowing how to be" which is so necessary in the professional exercise of management task

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

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

Other requirements

OUTCOMES

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- Be able to integrate knowledge and handle the complexity of formulating judgments based on information that, while being incomplete or limited, includes reflection on social and ethical responsibilities linked to the application of knowledge and judgments.
- Know how to communicate conclusions and the knowledge and rationale underpinning these, to specialist and non-specialist audiences, clearly and unambiguously.
- 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.
- Students should possess and understand foundational knowledge that enables original thinking and research in the field.
- Know how to work in multidisciplinary teams reproducing real contexts and contributing and coordinating their own knowledge with that of other branches and participants.
- Participate in, lead and coordinate debates and discussions, be able to summarize them and extract the most relevant conclusions accepted by the majority.
- Use different presentation formats (oral, written, slide presentations, boards, etc.) to communicate knowledge, proposals and positions.



- Have an integrated knowledge of the functional areas of a company and the most relevant aspects of its economic environment.
- Lead, integrate and coordinate multidisciplinary work teams in charge of problem analysis and resolution.
- Develop a systemic perspective for problem solving and decision making in the business environment. Be able to break the whole down into parts, without losing the global view and taking into account the interrelationships between the parts.
- Be able to actively search for relevant information about the environment and the company, using different sources and procedures.
- Take a critical and analytical attitude and a future-oriented perspective, based on the anticipation of feasible competitive scenarios.
- Develop the technical and analytical skills needed for decision making based on complex and incomplete information, which is the central element of the managerial activity.
- Show creativity when facing the resolution of complex problems and be able to evaluate the implications that the alternatives designed may have on the different agents involved.
- Understand the global environment in which international companies evolve.

LEARNING OUTCOMES

At the end of the teaching-learning process, the student will have learned to:

1: Develop a systemic perspective for problem solving and decision-making in the business environment, fostering the ability to break it down into parts, without losing the global vision, taking into account the interrelationships in the parts.

2: Analyze reality from a multidisciplinary approach, typical of social sciences in general and economics in particular.

3: Accept change as something natural to economic activity and develop in the student an alert attitude to the dynamism and uncertainty of the business environment.

4: Actively search for relevant information about the environment and your own company, using different sources and procedures.

5: Have a critical and analytical attitude, as well as a future-oriented perspective, based on the anticipation of feasible competitive scenarios.

6: Technical and analytical skills necessary for decision-making, with complex and incomplete information, which constitutes the central element of managerial activity.

7: Creativity when tackling the resolution of complex problems, and the ability to assess the implications that the designed alternatives may have on the different actors involved.



- 8: Understand the global environment in which international companies evolve.
- 9: Know the different possibilities of expansion and how their internationalization process develops, so that they could design internationalization plans.
- 10: Identify the strategies and alternative structural configurations that they can adopt, so that they could be involved in the daily management of an international company.
- 11: Understand the influence that the culture of destination countries can have on international strategy, so that they can successfully face negotiations in different cultural environments.

DESCRIPTION OF CONTENTS

1. Business management

Fundamentals of company management and its internal organization: mission, vision and values. Objectives and social responsibility. The process of strategic management in the company. Strategic analysis. Strategic options: corporate and competitive strategies and development modalities. Evaluation and selection of strategies. Implementation decisions: organizational design and planning and control systems. Balance scorecard.

2. Development of managerial skills

The function of managing. Effective leadership. Decision making, proactivity and creative problem solving. Managing the change process in the organization. Training and team management. Management by competencies. Incentives and motivation tools manageable by managers. Formal and informal communication. Work time management. Interpersonal negotiation.

3. International business management

Globalization. International strategy. International market selection. Entry mode choice in international markets. Organizational structures and strategic approaches. Culture and human resource management in an international context



WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	90,00	100
Seminars	9,00	100
Development of group work	48,00	0
Development of individual work	48,00	0
Preparation of evaluation activities	45,00	0
Preparing lectures	15,00	0
Preparation of practical classes and problem	15,00	0
Resolution of case studies	30,00	0
TOTAL	300,00	

TEACHING METHODOLOGY

The teaching methodology will consist of face-to-face classes and work to be developed by the students on a group/individual basis. The face-to-face classes will be divided into theoretical classes, in which the basic concepts of each of the points on the agenda will be presented. The practical classes will address the study and discussion of current business cases that allow monitoring the acquisition of theoretical knowledge by students and assimilate concepts of business practice.

EVALUATION

The evaluation will be based on an exam to demonstrate the accomplishment of the general objectives of the module, as well as on the evaluation of the practical exercises and the work developed by the student as proof of the acquisition of the expected skills. The final grade will be composed according to the following weighting:

- Assessment by examination of the achievement of the general objectives: 40%,
- Assessment on the resolution of practical cases: 40%,
- Participation and teamwork: 20%.

It is necessary to obtain a minimum of 4 points (4 out of 10) in each of the three parts and a final average of 5 or more points to pass the module.



REFERENCES

Basic

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Additional

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- Adler, N. J., & Gundersen, A. International Dimensions of Organizational Behavior, Cincinnati, OH: South-Western, 5th ed., 2007.
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