



Information about the subject

Degree: Bachelor of Science Degree in Business Administration and Management

Faculty: Faculty of Legal, Economic and Social Sciences

Code: 300401 **Name:** Strategic Management and Company Policy

Credits: 6,00 **ECTS Year:** 4 **Semester:** 1

Module: Business Organization and Management

Subject Matter: Business Organisation **Type:** Compulsory

Department: Economics, Business Management, and Marketing

Type of learning: Classroom-based learning / Online

Languages in which it is taught: English, Spanish

Lecturer/-s:

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Module organization

Business Organization and Management

Subject Matter	ECTS	Subject	ECTS	Year/semester
Business Organisation	24,00	Entrepreneurship and Business Initiative	6,00	4/1
		Human resources management	6,00	3/1
		Strategic Management and Company Policy	6,00	4/1
		Strategies for Business Growth	6,00	3, 4/2
Business Management	18,00	Creativity and Management of Innovation	6,00	3/2
		Quality and Environment Management	6,00	3/1
		Social Responsibility of Company	6,00	4/2
Company	12,00	Business Organisation and Management	6,00	2/2
		Fundamentals of Business Management	6,00	1/1

Recommended knowledge

No specific prerequisites are required. However, it is convenient to have taken the courses on "Principles of Management" and "Organisation and Management" courses.



Learning outcomes

At the end of the course, the student must be able to prove that he/she has acquired the following learning outcomes:

- R1 Handle properly the concepts related to strategic management of companies and organizations.
- R2 Ability to analyse the reality of an organization and its insertion in a specific environment, as well as to diagnose the key aspects, both internal and external.
- R3 Ability to propose alternatives related to the formulation of the strategy of a company or organization, as well as the fundamental levers for its implementation.
- R4 Expose orally and in writing the results of the analysis and diagnosis of the problems, as well as the proposed solutions.
- R5 Work in a group encouraging the achievement of synergies and results orientation.



Competencies

Depending on the learning outcomes, the competencies to which the subject contributes are (please score from 1 to 4, being 4 the highest score):

BASIC		Weighting			
		1	2	3	4
CB1	That students have demonstrated knowledge and understanding in an area of study that is at the core of general secondary education, and is often at a level that, while supported by advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.			X	
CB2	That students know how to apply their knowledge to their work or vocation in a professional way and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.			X	
CB3	That students have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include reflection on relevant social, scientific or ethical issues.			X	
CB4	That students can convey information, ideas, problems and solutions to both specialized and non-specialized audiences.			X	
CB5	That students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.			X	
GENERAL		Weighting			
		1	2	3	4
CG0	Speaking well in public.			X	
CG1	Capacity of analysis and synthesis.			X	
CG2	Adequate management of time and resources.			X	
CG5	Oral and written communication.			X	
CG9	Decision-making orientation.			X	



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CG11 Creativity and ability to generate new ideas.

x

X

x

x

SPECIFIC

Weighting

1 2 3 4

CE2 Identify the constitutive aspects of an organization (e.g. goals and objectives, ownership, size, culture, etc.).

X

CE3 Identify the functional areas of a company and their relationships (e.g. purchasing, logistics, marketing, finance and human resources)

X

CE5 Understanding of existing and new technologies and their impact on new or future markets.

X

CE7 Ability to manage a company or organization, understanding its competitive and institutional positioning and identifying its strengths and weaknesses.

X

CE13 Ability to diagnose the situation and foreseeable evolution of a company from the relevant records.

x

CE14 To understand the potential impact of aspects related to the macro- and microeconomic environment and its institutions on business organizations (e.g. the monetary and financial system, domestic markets)

x

CE15 Ability to obtain, from the data, valuable information for decision making.

X

CE17 Application of professional criteria to the analysis of business problems.

CE19 Empathy and ability to understand others.

x

CE20 Capacity for negotiation and problem-solving.

X



Universidad
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Course guide

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Assessment system for the acquisition of competencies and grading system

In-class teaching

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R3, R4, R5	15,00%	Objective Tests
R1, R2, R3, R4, R5	25,00%	Conduct of Theory-Practice
R1, R2, R3, R4, R5	10,00%	Class attendance and participation
R1, R2, R3, R4	50,00%	Final Exam

Observations

The final test must be passed (5/10) to be considered on the average of the final grade. To assess during the course objective tests and deliverable activities will be used.

CONTINUOUS EVALUATION: Continuous evaluation will be carried out through objective tests and theoretical-practical activities that must be submitted and presented orally within the indicated deadlines and obtain a grade higher than 5 out of 10. All activities must be defended orally in the sessions established in the calendar that will be delivered at the beginning of the course. In case of failure to submit and present on time and/or unsatisfactory evaluation of more than two deliverable activities or continuous evaluation tests, an extraordinary test must be carried out on the last school day of the semester presenting the theoretical-practical activities and/or carrying out certain evaluation tests.

According to article 9 of the General Regulations for Evaluation and Grading of Official Studies of the UCV, the continuous evaluation system is the preferred evaluation system at the UCV. To be eligible for continuous evaluation, attendance at 80% of the teaching sessions is required.

EVALUACIÓN ÚNICA: Art. 10 of the General Regulations for Evaluation and Grading of Official Courses and Own Degrees of the UCV allows, however, for those students who, in a justified and accredited manner, state their inability to attend class, their extraordinary evaluation in the so-called "evaluación única". This evaluation must be requested within the first month of each semester to the Dean's Office of the Faculty through the Vice-Deans, who are responsible for the express decision on the admission of said request from the student concerned.

It should be remembered that the student who does not attend at least 80% of the sessions without having been granted the evaluación única will not be able to sit either the first or second final exams.

Students who request the evaluación única and are accepted will be incorporated into the virtual teaching group, adjusting the evaluation to what is defined for this modality both in terms of the



evaluation instruments and the delivery times. Regardless of whether the student is incorporated into the virtual teaching group, he or she will be able to attend classes whenever possible.

CRITERIA FOR AWARDING A DISTINCT WITH HONOR:

According to article 14.4 of the General Regulations for the Evaluation and Grading of Official Courses and Own Degrees of the UCV, the mention of "Matrícula de Honor" may be awarded to students who have obtained a **grade equal to or greater than 9.0**. Their number may not exceed **five percent of the students enrolled** in a group in the corresponding academic year, unless the number of students enrolled is less than 20, in which case only one "Matrícula de Honor" may be awarded.

Online teaching

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R3, R4, R5	5,00%	Attendance and participation in the activities of synchronous communication
R1, R2, R3, R4, R5	25,00%	Conduct of deliverables
R1, R2, R3, R4, R5	15,00%	Regular evaluations through online questionnaires.
R1, R2, R3, R4, R5	5,00%	Participation in discussion forums
R1, R2, R3, R4	50,00%	Final on-site assessment.

Observations

CONTINUOUS EVALUATION:

Continuous evaluation will be carried out through objective tests and theoretical-practical activities that must be handed in and presented orally in the weekly tutorials, meeting in the indicated deadlines. The grade to pass must be higher than 5 out of 10. All activities must be defended orally in the sessions established in the calendar that will be delivered at the beginning of the course.

In case of failure to hand in and present on time and/or unsatisfactory evaluation of more than two deliverable activities or continuous assessment tests, an extraordinary evaluation must be carried out in the last tutorial of the semester, presenting the theoretical-practical activities and/or taking certain assessment tests.

HONORS: According to article 14.4 of the General Regulations for the Evaluation and Grading of Official Courses and Own Degrees of the UCV, the mention of "Matrícula de Honor" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is less than 20, in which case only one "Matrícula de Honor" may be awarded. Students who obtain a final grade of outstanding may opt for honors, in this case the



effort in voluntary activities and the interest in learning shown in classes will be valued, thus collaborating in achieving the objectives set by the group.

CLASS ATTENDANCE IN FACE-TO-FACE DEGREES

In accordance with the development guidelines of the General Regulations for the Evaluation and Qualification of Official Teachings and Own Degrees of the UCV, in face-to-face degrees, class attendance with a minimum of 80% of the sessions of each subject will be required as a requirement to be evaluated. This means that, if a student does not attend the sessions of each subject, in a percentage greater than 20%, he/she will not be able to be evaluated, neither in the first nor in the second call, unless the person responsible for the subject, with the approval of the person responsible for degree, in view of duly justified exceptional circumstances, exempt from the minimum attendance percentage. The same criterion will be applicable for hybrid or virtual degrees in which teachers must maintain the same percentage in the requirement of "presence" in the different training activities, if any, even if these are carried out in virtual environments.

MENTION OF DISTINCTION:

The mention of "Honors" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is lower.

Learning activities

The following methodologies will be used so that the students can achieve the learning outcomes of the subject:

- | | |
|----|--|
| M1 | Problem solving, commentaries, summaries to hand in periodically. |
| M3 | Teacher presentation of contents, analysis of competences, explanation and in-class display of skills, abilities and knowledge. |
| M5 | Group work sessions supervised by the professor. Case studies, diagnostic tests, problems, field work, computer room, visits, data search, libraries, on-line, Internet, etc. Meaningful construction of knowledge through interaction and student activity. |
| M7 | Supervised monographic sessions with shared participation. |
| M9 | Application of multidisciplinary knowledge. |



- M11 Personalized and small group attention. Period of instruction and / or orientation conducted by a tutor with the objective of reviewing and discussing the materials and topics presented in classes, seminars, readings, conducting work, etc.
- M13 Set of oral and/or written tests used in initial, formative or additive assessment of the student.
- M14 Student study: Group Individual preparation of readings, essays, problem solving, seminars, papers, reports, etc. to be presented or submitted in theoretical lectures, practical and/or small-group tutoring sessions.
- M16 Group preparation of readings, essays, problem solving, seminars, papers, reports, etc. to be presented or submitted in theoretical lectures, practical and/or small-group tutoring sessions.
- M17 Teacher presentation of contents, analysis of competences, explanation and in-class display of skills, abilities and knowledge.
- M19 Groupwork sessions in the chat under supervision of the lecturer. Analysis of economic and business case studies, both real and fictitious, in order to build knowledge through the student's interaction and activity. Critical analysis of values and social commitment.
- M21 Monographic sessions though the semester, which will be aimed at current aspects and applications of the subject.
- M23 Set of written or oral tests used for the initial, formative or cumulative assessment of the student.
- M25 Student study: Individual preparation of readings, essays, problem solving, seminars, papers, reports, etc., for their discussion or submission in electronic format.
- M27 Individual support for the monitoring and orientation of the learning process. It will be carried out by a lecturer and will pursue the revision and discussion of the materials, topics, readings, tasks, etc.
- M29 Group preparation of readings, essays, problem solving, seminars, papers, reports, etc., for their discussion or submission.
- M31 Participation in discussion forums related to the subject under the supervision of the lecturer.



IN-CLASS LEARNING

IN-CLASS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
On-campus Class M3	R1, R2, R3, R4	22,50	0,90
Practical Class M5	R5	15,00	0,60
Seminar M7	R3, R4	6,00	0,24
Group Presentation of Papers M9	R1, R2, R3, R4, R5	4,50	0,18
Office Assistance M11	R1, R2, R3, R4	6,00	0,24
Assessment M13	R1, R2, R3, R4, R5	6,00	0,24
TOTAL		60,00	2,40

LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work M16	R1, R2, R3, R4, R5	30,00	1,20
Independent Work M25	R1, R2, R4	60,00	2,40
TOTAL		90,00	3,60



ON-LINE LEARNING

SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session M17	R1, R2, R3, R4, R5	4,00	0,16
Synchronous Virtual Practical Session M19	R1, R2, R3, R4, R5	4,00	0,16
Seminar and Synchronous Virtual Videoconference M21	R1, R2, R3, R4, R5	4,00	0,16
On-site or Synchronous Virtual Assesment M23	R1, R2, R3, R4, R5	3,00	0,12
TOTAL		15,00	0,60

ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Work M25	R1, R2, R3, R4, R5	60,00	2,40
Tutorial Support Sessions M27	R1, R2, R3, R4, R5	5,00	0,20
Group Work M16	R1, R2, R3, R4, R5	10,00	0,40
Discussion Forum M31	R1, R2, R3, R4, R5	10,00	0,40
Continuous Assessment Tasks M1	R1, R2, R3, R4, R5	50,00	2,00
TOTAL		135,00	5,40



Description of the contents

Description of the necessary contents to acquire the learning outcomes.

Theoretical contents:

Content block	Contents
The company and its strategy. An introduction.	Introduction. The strategic process
Corporate governance and social responsibility of the firm	Internal and external stakeholders management
Evaluating a company's external environment	General and sectorial environment analysis
Evaluating a company's resources and capabilities	Internal scanning for a sustained competitive advantage
Strategic diagnostic and competitive strategy definition	SWOT and competitive strategy
Corporate-level strategy definition	External and organic growth
Strategy, innovation and technology	Technology and competitive advantage
Strategy implementation, organizational design and strategic control	Implementing strategy



Temporary organization of learning:

Block of content	Number of sessions	Hours
The company and its strategy. An introduction.	3,00	6,00
Corporate governance and social responsibility of the firm	3,00	6,00
Evaluating a company's external environment	4,00	8,00
Evaluating a company's resources and capabilities	4,00	8,00
Strategic diagnostic and competitive strategy definition	4,00	8,00
Corporate-level strategy definition	4,00	8,00
Strategy, innovation and technology	4,00	8,00
Strategy implementation, organizational design and strategic control	4,00	8,00

References

Navas-López, J.E. and L.A. Guerras Martín (2018). Fundamentals of Strategic Management, 2nd edition, Thomson-Reuters Civitas

Johnson, G., Scholes, K. and R. Whittington (2008): Exploring Corporate Strategy: Text and cases, (8e). Prentice Hall



Addendum to the Course Guide of the Subject

Due to the exceptional situation caused by the health crisis of the COVID-19 and taking into account the security measures related to the development of the educational activity in the Higher Education Institution teaching area, the following changes have been made in the guide of the subject to ensure that Students achieve their learning outcomes of the Subject.

Situation 1: Teaching without limited capacity (when the number of enrolled students is lower than the allowed capacity in classroom, according to the security measures taken).

In this case, no changes are made in the guide of the subject.

Situation 2: Teaching with limited capacity (when the number of enrolled students is higher than the allowed capacity in classroom, according to the security measures taken).

In this case, the following changes are made:

1. Educational Activities of Onsite Work:

All the foreseen activities to be developed in the classroom as indicated in this field of the guide of the subject will be made through a simultaneous teaching method combining onsite teaching in the classroom and synchronous online teaching. Students will be able to attend classes onsite or to attend them online through the telematic tools provided by the university (videoconferences). In any case, students who attend classes onsite and who attend them by videoconference will rotate periodically.

In the particular case of this subject, these videoconferences will be made through:

☒ Microsoft Teams

☒ Kaltura



Situation 3: Confinement due to a new State of Alarm.

In this case, the following changes are made:

1. Educational Activities of Onsite Work:

All the foreseen activities to be developed in the classroom as indicated in this field of the guide of the subject, as well as the group and personalized tutoring, will be done with the telematic tools provided by the University, through:

☒

Microsoft Teams

☒

Kaltura

Explanation about the practical sessions:



2. System for Assessing the Acquisition of the competences and Assessment System

ONSITE WORK

Regarding the Assessment Tools:

☒ The Assessment Tools will not be modified. If onsite assessment is not possible, it will be done online through the UCVnet Campus.

☐ The following changes will be made to adapt the subject's assessment to the online teaching.

Course guide		Adaptation	
Assessment tool	Allocated percentage	Description of the suggested changes	Platform to be used

The other Assessment Tools will not be modified with regards to what is indicated in the Course Guide.

Comments to the Assessment System:



ONLINE WORK

Regarding the Assessment Tools:

☐

The Assessment Tools will not be modified. If onsite assessment is not possible, it will be done online through the UCVnet Campus.

☒

The following changes will be made to adapt the subject's assessment to the online teaching.

Course guide		Adaptation	
Assessment tool	Allocated percentage	Description of the suggested changes	Platform to be used

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Comments to the Assessment System: