



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:

304A	<u>Maria Gil Marques</u> (Responsible Lecturer)	maria.gil@ucv.es
304B	<u>Maria Gil Marques</u> (Responsible Lecturer)	maria.gil@ucv.es
305DA	<u>Maria Gil Marques</u> (Responsible Lecturer)	maria.gil@ucv.es
30GI4	<u>Maria Gil Marques</u> (English Responsible Lecturer)	maria.gil@ucv.es
30GI5	<u>Maria Gil Marques</u> (English Responsible Lecturer)	maria.gil@ucv.es



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



CG11	Creativity and ability to generate new ideas.				X
CG15	Interpersonal relationship skills.			X	
CG16	Self-confidence and decision making.			X	
CG20	Development of values related to the principles of equal opportunities between men and women, universal accessibility for people with disabilities and, in general, democratic values and a culture of peace.				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.			X
CE19	Empathy and ability to understand others.		X	
CE20	Capacity for negotiation and problem-solving.		X	



Universidad
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San Vicente Mártir

Course guide

Year 2025/2026

300401 - Strategic Management and Company Policy





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

ASSESSMENT SYSTEM

The course assessment system is as follows:

The final exam will account for 50% of the final grade and will consist of two parts. First, there will be an objective test consisting of a 30-question, three-choice multiple-choice questionnaire.

Second, there will be a test consisting of two open-ended, practical questions. The final exam must be passed with a minimum score of 5/10.

Continuous assessment will account for the remaining 50% of the final grade and will be based on student participation and attendance in class (10%) and the completion of two objective tests (15%) and two exams based on theoretical and practical activities (25%) conducted in class during the weeks indicated in the calendar. They will be completed individually without a computer or mobile phone. The theoretical and practical activities will then be presented orally in class by teams. In the event of an unsatisfactory evaluation or lack of attendance (duly justified) for one of these continuous assessment tests, there will be the option of taking a test on the last school day of the semester.

Attendance and participation in at least 70% of the course's class sessions is required, unless participation in the extraordinary and exceptional single assessment system explained below has been approved.

Exceptional SINGLE ASSESSMENT System (Evaluación Unica) :

In accordance with the General Regulations for the Evaluation and Grading of Official Studies and UCV's Own Degrees, the single assessment is linked to the student's inability to attend. It is, therefore, an extraordinary and exceptional assessment system available to those students who, with justified and accredited evidence, are unable to submit to the continuous assessment system and who so request the professor responsible for the subject, who will expressly decide on the admission of the student's request for a single assessment and will inform the student of the



acceptance/denial. Students may request access to recordings of online sessions to facilitate course follow-up.

The single assessment, if granted, will be based on the general exam for the subject, which will account for 50% of the final grade, and an additional theoretical and practical exam, which will account for the remaining 50% in both the first and second sittings.

The second sitting exam will consist of a final exam like the first sitting exam, plus an exam related to the continuous assessment activities if these activities have not been passed throughout the course.

ARTIFICIAL INTELLIGENCE

Regarding the use of artificial intelligence in general, the use of AI will not be permitted in the continuous and final assessment tests. However, its use will be permitted in specific cases for activities for which the instructor has expressly authorized it, following the guidelines set by the instructor on appropriate and responsible use. In all cases, students must explain the tasks completed with AI support and critically assess the contribution the AI ??has made to their work. If responsible use is not observed and the guidelines set by the instructor are not followed, students will lose the option to have their participation and theoretical and practical activities evaluated and presented in class in the future.

HONOR:

According to Article 14.4 of the General Regulations for the Evaluation and Grading of Official Studies and UCV's Own Degrees, the "Honor" distinction may be awarded to students who have obtained a grade equal to or higher 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 "Honor" distinction may be awarded.

Students who obtain a final grade of "A" may be eligible for honors. This will be assessed based on their effort in voluntary activities and their interest in learning, thereby contributing to the achievement of the group's objectives. The UCV's general criteria will apply, according to which only one honors degree may be awarded for every 20 students (or a fraction for groups of fewer than 20 students).

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.

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Continuous assessment will account for the remaining 50% of the final grade and will be based on student participation and attendance in class (10%) and the completion of two objective tests (15%) and two exams based on theoretical and practical activities (25%) conducted in class during the weeks indicated in the calendar. They will be completed individually without a computer or mobile phone. The theoretical and practical activities will then be presented orally in class by teams. In the event of an unsatisfactory evaluation or lack of attendance (duly justified) for one of these continuous assessment tests, there will be the option of taking a test on the last school day of the semester.

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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 Assessment 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 Nature of Strategic Management	Strategic Management Concepts. Strategic Levels. The Strategic Process
Corporate governance and social responsibility of the firm	Defining the Organization's Orientation. Managing Internal and External Stakeholders. Corporate Social Responsibility. Corporate Governance
Evaluating a company's external environment	Definition of the Micro and Macro Environment. Analysis of the General and Sectoral Environment. Factors to Analyze and Stages for an Environmental Analysis.
Evaluating a company's resources and capabilities	The theory of resources and capabilities applied to internal analysis of the company. Tools for internal analysis. Evaluation of the strategic capacity of resources and capabilities. SWOT Analysis.
Strategic diagnostic and competitive strategy definition	Types of Business Strategies: The Strategic Clock. Creating and Maintaining a Sustainable Competitive Advantage through Business Model Innovation.
Corporate-level strategy definition	Corporate strategy. Directions or paths of development: expansion versus diversification. Methods for internal, external, and alliance growth.
Strategy implementation, organizational design and strategic control	The balanced scorecard as a tool for strategy design and implementation. Culture and leadership. Organizational design.



Temporary organization of learning:

Block of content	Number of sessions	Hours
The Nature of Strategic Management	3,00	6,00
Corporate governance and social responsibility of the firm	4,50	9,00
Evaluating a company's external environment	4,50	9,00
Evaluating a company's resources and capabilities	4,50	9,00
Strategic diagnostic and competitive strategy definition	4,50	9,00
Corporate-level strategy definition	4,50	9,00
Strategy implementation, organizational design and strategic control	4,50	9,00

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

Kaplan, R., & Norton, D. (2016). Cuadro de mando integral. The Balanced Scorecard. *Harvard Business*.

Porter, M. E. *The Competitive Advantage: Creating and Sustaining Superior Performance*. NY: Free Press, 1985.

Mauborgne, R. A., & Kim, W. C. (2005). La estrategia del océano azul. *Harvard Business review*, (131), 22-31.



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

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