



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: -

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
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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	4/2
Business Management	18,00	Creativity and Management of Innovation	6,00	4/2
		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
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		



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

La evaluación continua valora la asistencia, pruebas objetivas, casos prácticos y ejercicios realizados durante el curso.

Este examen supondrá un 50% de la nota final. Es importante matizar que es requisito imprescindible para hacer media entre el examen y la evaluación continua el obtener un mínimo de 5 sobre 10 en cada parte.

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

Las actividades entregables del curso habrán de entregarse, en tiempo y forma, y obtener una calificación superior a 5 para poder optar a realizar el examen final. Es obligatorio entregar (en



fecha y forma) y aprobar las 4 actividades de Evaluación Continua para poder hacer el examen final. El examen final deberá ser aprobado para poder hacer media con el resto de actividades.

MENTION OF DISTINCTION:

According to Article 22 of the Regulations governing the Evaluation and Qualification of UCV Courses, the mention of "Distinction of Honor" may be awarded by the professor responsible for the course to students who have obtained, at least, the qualification of 9 over 10 ("Sobresaliente"). The number of "Distinction of Honor" mentions that may be awarded may not exceed five percent of the number of students included in the same official record, unless this number is lower than 20, in which case only one "Distinction of Honor" may be awarded.

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 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: