



## 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 Management and Organization

**Subject Matter:** Estrategia y Dirección General **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 Management and Organization

Subject Matter	ECTS	Subject	ECTS	Year/semester
Estrategia y Dirección General	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
Gestión de Empresas	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
Empresa	12,00	Business Organisation and Management	6,00	2/2
		Fundamentals of Business Management	6,00	1/1

## Recommended knowledge

It is recommended to have successfully completed the subjects of the Business module: Fundamentals of Business Management and Business Organization and Management.



## 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      Aplicar los principios derivados del concepto de ecología integral en sus propuestas o acciones, sea cual sea el alcance y el área de conocimiento y los contextos en las que se planteen. [RAT2]
- R2      Respetar y poner en práctica los principios éticos y las propuestas de acción derivados de los objetivos para el desarrollo sostenible transfiriéndolos a toda actividad académica y profesional. [RAT3]
- R3      Ser capaz de tomar decisiones de forma autónoma, responsable y razonada. [RAG2]
- R4      Ser capaz de generar y desarrollar nuevas ideas y soluciones originales e innovadoras para los problemas y retos que se plantean en su ámbito de estudio y en su entorno profesional, demostrando iniciativa, flexibilidad y espíritu crítico. [RAG3]
- R5      Ser capaz de relacionarse y colaborar con otras personas de forma respetuosa, empática y asertiva, reconociendo y valorando las distintas disciplinas, la diversidad y la interculturalidad, y gestionando los conflictos que puedan surgir de forma constructiva. [RAG7]

## 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):

	Weighting			
	1	2	3	4



## Assessment system for the acquisition of competencies and grading system

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R3	15,00%	Objective Tests
R1, R2, R3, R4	25,00%	Completion of Theoretical-Practical Activities
R4	10,00%	Class Attendance and Participation
R1, R2, R3, R4	50,00%	Final Exam
R4	5,00%	Participation in Synchronous Communication Activities
R1, R2, R3, R4	25,00%	Deliverable Activities
R1, R2, R3	15,00%	Periodic Evaluations Through Online Questionnaires
R4	5,00%	Participation in Discussion Forums
R1, R2, R3, R4	50,00%	Final evaluation with essay questions and practical scenarios (In-person activity)

### 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)

## 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 Lecture of contents by the teacher, analysis of competencies, explanation, and demonstration of abilities, skills, and knowledge in the classroom.
- M3 Supervised group work sessions led by the teacher. Study of economic-business cases, both real and fictitious. Meaningful construction of knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M4 Supervised monographic sessions with shared participation.
- M5 Application of interdisciplinary knowledge.
- M6 Personalized and small-group attention. Instruction and/or guidance period conducted by a tutor with the aim of reviewing and discussing materials and topics presented in classes, seminars, readings, completion of assignments, etc.
- M7 Set of oral and/or written tests used in the initial, formative, or summative assessment of the student.
- M9 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.
- M10 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.
- M11 Presentation of content by the teacher, analysis of competencies, explanation, and demonstration of skills, abilities, and knowledge in the virtual classroom.
- M12 Group work sessions via moderated chat led by the teacher. Study of economic-business cases, both real and fictitious, to construct knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M13 Monographic sessions throughout the course, focused on current aspects and applications of the subject.



- M14 Problem-solving, comments, reports, to be submitted at deadlines throughout the course.
- M15 Individual attention for monitoring and guidance of the learning process, conducted by a tutor with the objective of reviewing and discussing materials, topics, seminars, readings, completion of assignments, etc.
- M16 Participation and contributions to discussion forums related to the subject, moderated by the course instructor.
- M17 Set of tests, written or oral, used in the initial, formative, or summative assessment of the student.
- M19 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for dissemination or submission.
- M20 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for discussion or submission in electronic format.



## IN-CLASS LEARNING

### IN-CLASS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
On-campus Class M1, M3, M4, M5	R1, R2, R3	20,00	0,80
Practical Class M3, M5, M6	R1, R2, R3, R4	20,00	0,80
Seminar M4	R2, R3	6,00	0,24
Group Project Presentation M9	R4	5,00	0,20
Tutoring M6	R2, R3	5,00	0,20
Evaluation M7	R1, R2, R3	4,00	0,16
<b>TOTAL</b>		<b>60,00</b>	<b>2,40</b>

### LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work M9	R2, R3	40,00	1,60
Individual Work M10	R1, R2, R3	50,00	2,00
<b>TOTAL</b>		<b>90,00</b>	<b>3,60</b>





## ON-LINE LEARNING

### SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session M11	R1, R2, R3	16,00	0,64
Synchronous Virtual Practical Session M12	R1, R2, R3, R4	15,00	0,60
Synchronous Virtual Seminar and Videoconference M13	R2, R3	10,00	0,40
In-person Assessment M17	R1, R2, R3	4,00	0,16
Group Work M19	R2, R3	10,00	0,40
Individual Work M20	R1, R2, R3	30,00	1,20
<b>TOTAL</b>		<b>85,00</b>	<b>3,40</b>

### ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Tutoring M15	R2, R3	5,00	0,20
Discussion Forums M16	R1, R2, R3, R4	10,00	0,40
Continuous Assessment Activities M14	R1, R2, R3	50,00	2,00
<b>TOTAL</b>		<b>65,00</b>	<b>2,60</b>



## Description of the contents

Description of the necessary contents to acquire the learning outcomes.

### Theoretical contents:

Content block	Contents
Business Strategy. Introduction.	Business Strategy. Introduction.
Corporate Governance and Corporate Social Responsibility.	Corporate Governance and Corporate Social Responsibility.
Analysis of the company's environment	PESTEL Analysis. Five Forces Analysis
Internal analysis of the company.	Resources and Capabilities Analysis
Strategic diagnosis. Formulating the competitive strategy.	Competitive Analysis. Competitive Advantage.
Strategy at the corporate level	Growth Strategy.
Implementation and control. Organizational Design.	Implementation and control. Organizational Design.



## Temporary organization of learning:

Block of content	Number of sessions	Hours
Business Strategy. Introduction.	3,00	6,00
Corporate Governance and Corporate Social Responsibility.	4,50	9,00
Analysis of the company's environment	4,50	9,00
Internal analysis of the company.	4,50	9,00
Strategic diagnosis. Formulating the competitive strategy.	4,50	9,00
Strategy at the corporate level	4,50	9,00
Implementation and control. Organizational Design.	4,50	9,00

## References

- Navas López, J. E., & Guerras Martín, L. Á. (2016). *Fundamentals of Strategic Management*. Civitas.
- Johnson, G., Scholes, K., & Whittington, R. (2009). *Fundamentals of strategy*. Pearson Education.
- Mauborgne, R. A., & Klm, W. C. (2005). La estrategia del océano azul. *Harvard Deusto business review*, (131), 22-31.
- 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.