



## Information about the subject

**Degree:** Bachelor of Science Degree in Business Administration and Management

**Faculty:** Faculty of Legal, Economic and Social Sciences

**Code:** 302004 **Name:** Business Growth Strategies

**Credits:** 6,00 **ECTS** **Year:** 4 **Semester:** 2

**Module:** Management and Business Organisation

**Subject Matter:** Strategic Management **Type:** Elective

**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

### Management and Business Organisation

Subject Matter	ECTS	Subject	ECTS	Year/semester
Strategic Management	24,00	Business Growth Strategies	6,00	4/2
		Entrepreneurship and Business Development	6,00	3, 4/1
		Human Resources Management	6,00	3/1
		Strategic BusinessManagement	6,00	4/1
Business Management	18,00	Corporate Social Responsibility	6,00	4/2
		Creativity and Inovation Management	6,00	3/2
		Quality Management and Environment Impact	6,00	3/1
Business	12,00	Introduction to Management	6,00	1/1
		Organisational Behaviour	6,00	2/2

## Recommended knowledge



**Prerequisites:** No prior requirements are considered necessary to take this course. However, it is highly advisable to have previously acquired the fundamental knowledge of Business Management covered in the first-year undergraduate course *Fundamentals of Business Management* and in the second-year undergraduate course *Organization and Management of Companies*.

**General Requirements:** Achieving sustained growth is an objective for most organizations. Through growth strategies, companies aim to obtain various benefits, such as economies of scale and experience curve effects, or to exploit potential synergies of different kinds, thereby laying the foundations for future profits. Conversely, an organization without growth may face difficulties in valuing and rewarding its personnel, and may also struggle to avoid decline if competitors make incursions and the company lacks compensatory growth guidelines. In fact, it can be very difficult for a company to survive in a no-growth scenario.

Although the most obvious way to grow is by increasing market share in the current market, companies often choose to expand into new markets. Furthermore, there is considerable debate regarding the desirability of growth through diversification: there are numerous success stories but also notable failures. In any case, every growth strategy must be preceded by a strategic analysis that identifies the strategic assets the company possesses to face the new situation, as well as the new problems and pitfalls that growth may bring to the organization.

Few phenomena are as relevant to today's business leaders as mergers and acquisitions. Success or failure in such operations, which are increasingly common in today's environment, is usually decisive for the future of any organization. In addition to the analyses typical of internal growth strategies, financial, tax, and legal aspects that affect this type of operation must also be considered.

Finally, the last part of the syllabus will analyze some specific issues related to growth.



## 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 Be able to convey information, ideas, problems, and solutions to both specialized and non-specialized audiences in both Spanish and English. [RAB4]
- R2 Be able to make decisions autonomously, responsibly, and based on reason. [RAG2]
- R3 Be able to relate to and collaborate with others in a respectful, empathetic, and assertive manner, recognizing and valuing different disciplines, diversity, and interculturality, and managing conflicts that may arise constructively. [RAG7]
- R4 Be able to act with confidence and self-esteem in their field of study and professional environment, taking on the challenges and responsibilities that arise, and making autonomous and informed decisions. [RAG8]
- R5 Be able to identify and describe the constitutive aspects of an organization (such as its goals and objectives, ownership, size, culture, structure, technology, etc.) and relate them to its operation and adaptation to the environment. [RAE2]
- R6 Be able to integrate and apply the knowledge from the different disciplines that make up the field of business administration and management (such as economics, accounting, finance, marketing, organization, etc.), to perform a comprehensive and strategic analysis of a company, defining the criteria that characterize and differentiate it from others, and linking the results with the analysis of the environment in which it operates. [RAE3]
- R7 Be able to understand existing technology and new technologies that affect the field of business administration and management, as well as evaluate their impact on the creation, development, and competitiveness of new or future markets. [RAE4]
- R8 Be able to integrate and manage a company, organization, or functional area, understanding its competitive and institutional positioning in the market and environment, and identifying its strengths and weaknesses, as well as the threats and opportunities it faces, to improve its performance and sustainability. [RAE6]



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

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

### Observations

**Single Assessment:** In accordance with Article 9 of the General Regulations on Assessment and Grading of Official Degrees and UCV's Own Degrees, single assessment is linked to the impossibility for students enrolled in a face-to-face degree program to attend classes. It is therefore an extraordinary and exceptional assessment system, which may be requested by those students who, in a duly justified and documented manner, are unable to comply with the continuous assessment system. Such students must submit a request to the professor responsible for the course, who will expressly decide on the acceptance of the student's request for single assessment and will notify the student of its approval or rejection.

With regard to the course **Business Growth Strategies**, the minimum required attendance rate is 70%.

If single assessment is granted, both in the first and second examination sittings, it will be structured according to the following criteria: a final exam accounting for 50% of the final grade, and a practical case study covering the entire course syllabus accounting for the remaining 50%. The student must pass both components with a minimum score of 5 out of 10.



**Regarding Artificial Intelligence:**

In the course **Business Growth Strategies**, the moderate use of artificial intelligence as a support tool is permitted. It must not replace the student's own work. Improper or excessive use may result in the annulment of the assessed activity and a penalty to the final grade.

**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		34,00	1,36
Practical Class		6,00	0,24
Seminar		6,00	0,24
Group Project Presentation		6,00	0,24
Tutoring		6,00	0,24
Evaluation		2,00	0,08
<b>TOTAL</b>		<b>60,00</b>	<b>2,40</b>

### LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work		31,00	1,24
Individual Work		59,00	2,36
<b>TOTAL</b>		<b>90,00</b>	<b>3,60</b>



## ON-LINE LEARNING

### SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session		6,00	0,24
Synchronous Virtual Practical Session		6,00	0,24
Synchronous Virtual Seminar and Videoconference		6,00	0,24
In-person Assessment		4,00	0,16
Group Work		10,00	0,40
Individual Work		62,00	2,48
<b>TOTAL</b>		<b>94,00</b>	<b>3,76</b>

### ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Tutoring		50,00	2,00
Discussion Forums		6,00	0,24
<b>TOTAL</b>		<b>56,00</b>	<b>2,24</b>



## Description of the contents

Description of the necessary contents to acquire the learning outcomes.

### Theoretical contents:

Content block	Contents
Business and Corporate Strategy	Definition and types of Strategies. "The Good" and the "Bad Strategy"
The Changing Nature of Growth	The impact of growth in the different areas of the company
Business Growth Models	Models for Business Growth for different growth stages
Organic Growth Strategies	Advantages and disadvantages of organic growth. McKinsey Model: three growth profiles
Inorganic Growth Strategies	Fusions and acquisitions Joint Venture Licenses
Venture Capital and Business Growth Financing	Financing and Sharing Economy
Internationalization strategies	Market Valuation Global, Local and Glocal Strategy
People and Growth	Motivation, remuneration and teams in the growth process. The importance of human resources in the growth process Leadership in growing companies



Temporary organization of learning:

Block of content	Number of sessions	Hours
Business and Corporate Strategy	4,00	8,00
The Changing Nature of Growth	4,00	8,00
Business Growth Models	4,00	8,00
Organic Growth Strategies	4,00	8,00
Inorganic Growth Strategies	4,00	8,00
Venture Capital and Business Growth Financing	4,00	8,00
Internationalization strategies	2,00	4,00
People and Growth	4,00	8,00

## References

DESS, G. y G. LUMPKIN (2003): Dirección Estratégica, Ed. McGraw Hill.

GRANT, Robert. M. (1995): Dirección Estratégica. Conceptos, técnicas y aplicaciones. Editorial Civitas.

HESS, E. D. (2010). *Smart growth: Building an enduring business by managing the risks of growth*. Columbia University Press

JOHNSON, Gerry y SCHOLES, Kevan (1997): Dirección Estratégica, Ed.: Prentice Hall (3<sup>a</sup> edición)

NAVAS, José Emilio, y Luis Angel GUERRAS (2000): La dirección Estratégica de la empresa. Teoría y aplicaciones. (2<sup>a</sup> edición), Civitas.

MERSON, R. (2011). *Guide to managing growth: Strategies for turning success into bigger success*. Economist Books. ISBN-13 9781846684135