



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Business Strategies
Subject code	E000006893
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas y Máster Universitario en Ingeniería Industrial [Sixth year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fifth year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fourth year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Amparo Merino de Diego
Course overview	The general goal of the course is that students acquire an overview of the Strategic Management discipline and of the fundamental concepts and tools for the formulation and implementation of the business strategy. More specifically, it intends to train students' ability to: 1) understand the concepts and basic process of the company's strategic management; 2) identify –and put into practice- the appropriate tools for the selection and implementation of the strategy; 3) recognize the limits of those tools and learn the conditions under which they can be optimally used; 4) develop a critical stance of strategic management issues, so that they acquire a broader view of business management approaches.

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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject



Contribution to the professional profile of the degree

The strategic approach of an organization is a well-established paradigm concerning the management of business realities in a growingly complex and uncertain environment. Specifically, the strategic management models intend to integrate organizations in their contexts, so that they can make decisions coherent with the threats and opportunities emerging from those contexts, in view of their central resources and capabilities.

The course is oriented to the development of skills involved in the design, assessment and implementation of business strategies, so enabling students to perform effectively strategic work at the corporate, business, and functional level. To do this, we introduce models and tools that allow organizations to identify all possible strategic alternatives (what competitive advantages can be developed?; in which directions and through which methods can the organization's strategy evolve?), to perform the assessment that will guide the choice of strategies, and to understand organizational changes to ensure an effective implementation of the strategy.

Additionally, the pedagogies and methods based on the identification of business problems and the co-creation of strategic solutions allow the development of capacities required for strategic consultancy.

Finally, the set of competences that the course intend to develop in students apply to all types of business (no matter their size, mission, government model, property structure, geographical scope, industry, and so on), as well as to other types of organizations such as state-owned companies and NGOs.

Prerequisites

No prerequisites are necessary. Having attended the Strategic Analysis course is highly recommended, given that the analysis and understanding of the strategic position of the organization is the necessary foundation for the design of business strategic options. The Fundamentals of Management course also lays the foundation for the strategic thinking and process that are developed in the Strategic Analysis and Business Strategies courses.

Competencies - Objectives

Competences

GENERALES

CG01	Capacidad de análisis y síntesis	
	RA01	Comprende pormenorizadamente el material bibliográfico propio de la materia
	RA02	Ordena, clasifica y resume de manera lógica y coherente los contenidos del material bibliográfico propio de la materia
CG02	Resolución de problemas y toma de decisiones	
	RA01	Es capaz de identificar las limitaciones que afectan a la toma de decisiones y de buscar una decisión satisfactoria
	RA02	Toma decisiones y resuelve problemas prácticos haciendo uso de contenidos teóricos y conforme a metodologías reconocidas de resolución de problemas
CG06	Comunicación oral y escrita en la propia lengua	



	RA01	Se expresa por escrito con precisión, con corrección gramatical y ortográfica y de forma estructurada, inteligible y convincente
	RA02	Se expresa oralmente con soltura, fluidez y claridad y de forma estructurada, inteligible y convincente
	RA03	Se comunica eficazmente al idear soluciones a problemas complejos
CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
	RA01	Expone sus opiniones de forma razonada y sintética
	RA02	Se muestra abierto e interesado por las opiniones y aportaciones de los demás, enriqueciendo también así su propia argumentación
CG10	Capacidad de liderazgo y trabajo en equipo	
	RA01	Participa y contribuye de forma activa y profesional al trabajo de grupo, compartiendo con los otros miembros información, conocimientos y experiencias
	RA02	Contribuye al establecimiento de procesos cooperativos y a la consecución de acuerdos y objetivos comunes, con escucha activa y con comunicación eficaz
CG11	Capacidad crítica y autocrítica	
	RA01	Evalúa el trabajo y las ideas propios y los de los demás
	RA02	Es capaz de realizar el proceso de dar y recibir feedback de forma asertiva, mejorando la integración y la confianza de los grupos de trabajo
CG17	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
	RA01	Argumentar de manera independiente y crítica sobre conceptos y teorías diversas
	RA02	Conocer y aplicar diferentes teorías, modelos y herramientas en la resolución de problemas prácticos
ESPECÍFICAS		
CE14	Conocimiento y aplicación de las herramientas de apoyo al directivo para la definición, la implantación y el control de la estrategia de la empresa	
	RA03	Comprende la estrategia de la empresa como un proceso social y político negociado, que aspira al logro de una ventaja competitiva sostenible, ligado a un alto grado de compromiso de todos los participantes
	RA04	Reconoce y aplica eficazmente modelos y herramientas para identificar todas las alternativas estratégicas posibles (¿en qué direcciones y a través de qué métodos puede evolucionar la estrategia de la organización?) y evaluarlas, orientando así la elección de la estrategia
	RA05	Reconoce y aplica eficazmente las distintas herramientas de apoyo al directivo de empresa para la implantación y el control estratégicos, y las relaciona en el marco de situaciones empresariales reales



THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

1: THE CHOICE OF STRATEGIES

Topic 1: Design of the Competitive Strategy

Topic 2: Corporate Strategy: Business Development

2: IMPLEMENTATION AND CONTROL OF STRATEGIES

Topic 3: Evaluation and Implementation of Strategies

Topic 4: Control of Strategy

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures in which the lecturer defines and clarifies concepts and specific terminology, identifies the main debates and lines of thought on the subject in question and illustrates their explanations with examples and experiences related to the content. The lecturer interacts with students, promoting their active participation in discussing, debating, and expanding on the various aspects of the most complex, polemical and multidimensional contents or contents with a significant ideological component.

CG01, CG09, CG11, CE14

Case-study analysis and resolution, both proposed by lecturers (and by firms specialized in strategic consulting) as well as selected by the students for the development of an in-depth study of a real case. These cases allow the application in practice of the theoretical knowledge and models of strategic analysis studied, thus enabling students with the capacity to understand the complexity of the context in which organisations operate, identifying problems, evaluating and debating alternatives and arguing the selection of different proposals for action. The objective of this activity is training the learners' skills to manage and analyse information, to interpret the business reality from the theoretical models of strategic analysis, and to critically discuss the implications of such analyses. During the work sessions on cases in the classroom, the teacher will accompany the teams in the study of the cases, stimulating the students' learning process within their own groups and through intergroup debates.

CG01, CG02, CG04,
CG06, CG09, CG10,
CG11, CG12, CG17, CE14

Oral presentations. Each group of students must present orally in the classroom at least one practical application of the contents developed in the course to the case of a company, chosen by them. These presentations will be articulated according to the established schedule of the subject and will be carried out during class hours. The group responsible for the presentation will lead the debate around the case in question, directing questions to other colleagues that give rise to reflection and critical analysis around the essential issues of the case presented. Each group member will have to present a part of the case. Students will also present other research works, as per instructions provided by professors.

CG01, CG02, CG06,
CG09, CG10, CG11,
CG17, CE14



Non-Presential Methodology: Activities

Independent study. Reading of basic documents and other materials suggested by teachers (or by the students as a result of a research activity) with the goal of enabling students to understand and apply the fundamental theoretical background to develop the activities of the course.

CG01, CE14

Academic tutorial sessions aimed at solving problems that may arise through the learning process. The student decision to use or not the tutorials will have no incidence on the grade.

CG11, CG17

Case studies. This activity to be performed in teams is part of the research about a firm chosen by each team to apply the theoretical framework of the subject to a case. The case study will be carried out through several written deliveries via Moodle according to the established schedule. With this activity, each group is expected to give well-reasoned responses to the questions proposed by the teacher in each delivery.

CG01, CG02, CG06,
CG09, CG10, CG11,
CG17, CE14

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas	Exposición pública de temas o trabajos	Simulaciones, juegos de rol, dinámicas de grupo
10.00	30.00	10.00	10.00
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos		
40.00	50.00		
ECTS CREDITS: 6,0 (150,00 hours)			

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Written final exam (individual) , with an applied approach and based on practical cases. It will allow the student to demonstrate knowledge applied to problems related to the choice and implementation of business strategies.	<ul style="list-style-type: none"> Understanding and ability to relate essential course ideas Using detailed, structured, logical and fundamental arguments within an adequate theoretical and analytical framework 	50
Group assignments: Application of the contents, models and tools studied during the course, to a specific business context. Students, organised in teams, develop research, analysis and strategic action proposals through a set of deliveries.	<ul style="list-style-type: none"> Practical application and team work Depth of analysis and evaluation Information search and presentation 	30
	<ul style="list-style-type: none"> Proactivity 	



Individual work. Oral contributions to all classroom-based activities.	<ul style="list-style-type: none">• Appropriateness• Respect for others' opinions• Critical thinking	10
Students participation in group assignment presentations. Students will make an oral presentation during the semester, according to the class schedule.	<ul style="list-style-type: none">• Capacity to communicate essential results of research• Respect for others' views and critical thinking• Ability to mobilize audience to participation in discussion	10

Ratings

EVALUATION IN ORDINARY CALL

To pass the Business Strategies course, students must pass each and every one of the evaluation activities outlined in this syllabus.

The exercises that are NOT delivered in the exact conditions of place, date and time scheduled for each exercise, and communicated at the beginning of the semester in the schedule of the subject matter, will NOT be taken into account for grading purposes.

Group work may be subject to co-evaluation by the members of each team, according to a model proposed by the professor, available on Moodlerooms.

EVALUATION IN EXTRAORDINARY CALL

Students will have to re-sit when:

1. They have not passed the final exam in the ordinary call. In this case they must take a written exam during the re-sit exam period. The final grade will be based on the components and weightings mentioned above.
2. They have not passed any of the other evaluation activities that make up the grade. These students must carry out a plan of activities defined by the professor in coherence with the failed evaluation activity/ies.

STUDENTS WITH WAIVER OF ATTENDANCE

Students with a waiver of attendance will only need to take the global exam to pass the subject. Their final grade will be based on the grade of this final exam.

ASSESSMENT IN ORDINARY CALL

In order to pass the course in the ordinary exams, the student must pass each and every one of the assessment activities included in this guide.

The activities that are NOT given in the exact conditions of place, date, and time foreseen and communicated at the beginning of the course/term in the timetable of the subject will NOT be taken into account for grading purposes.

Group work that forms part of the teaching methodology may be subject to co-evaluation by the members of each group, according to the model proposed by the teacher, available in Moodlerooms.

ASSESSMENT IN THE EXTRAORDINARY CALL

1. Students who have not passed the exam in the ordinary exam must sit the exam in the extraordinary exam. In the extraordinary exam they will be examined on all the course material. Once they have passed this exam, the weightings established as a general evaluation rule will be applied.



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2. Students who do not pass any of the other elements that make up the assessment of the subject must sit the exam. These students will have to carry out a series of complementary practicals defined by the teacher in coherence with the part/s of the subject/s not passed.

STUDENTS WITH DISPENSATION FROM SCHOOLING

Those students with dispensation from schooling will only have to face the "final exam" activity, and their final mark for the subject will be composed 100% by the grade in this activity.

RULES TO BE OBSERVED WHEN CARRYING OUT THE TASKS

For the normal development of the work sessions in the classroom, the teaching team of this subject values that the student maintains an active attitude of listening and participation, which keeps him/her connected with the reflections on the subject that are developed in class. In this sense, the use of electronic devices outside the times reserved for them in the context of the class will be considered negatively.

Plagiarism by students will be sanctioned, in accordance with the General Regulations of the University, art. 168.2.e: "actions aimed at falsifying or defrauding the systems of evaluation of academic performance". In this regard, we remind you that plagiarism occurs when:

- No bibliographical references are used to carry out the task, nor are the sources consulted for its preparation cited in the work (whatever the source of information consulted, it must ALWAYS be cited).
- There is no difference between the original information consulted and the student's own elaboration.
- Some words are changed in the original information but the information has not been rewritten.

With regard to the use of generative artificial intelligence tools, their improper use will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e. "the carrying out of actions aimed at falsifying or defrauding the academic performance assessment systems". The consequences of this will be "temporary expulsion for a period of up to three months or the prohibition to sit the exam in the next exam session following the imposition of the sanction, in one or more subjects in which the student is enrolled, [...] in addition to a failing grade (0) in the respective subject, [...] [and] the prohibition to sit the exam in the next exam session".

In the case of group work, all members of the group are warned that if misuse is detected, all members of the group will be sanctioned (art. 168.2.e of the General Regulations of the University).

The teaching staff may propose partial deliveries of the work, as well as request the oral defense of the same to check the veracity of the authorship and ensure the students' learning. In any case, the use and correct citation of current and relevant bibliographical references will form an important part of the assessment.

In general, in the context of this subject, it is understood that the correct use of GAI implies the following:

- Explicitly and clearly stating what it has been used for.
- Label all content included in the assignment that has been generated by the GAI.
- Include as additional material (annexes) the prompt and the complete conversation (questions and answers) with IAG to generate the task.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Whittington, R.; Regner, P.; Angwin, D.; Johnson, G.; Scholes, K. (2023). Exploring Strategy- Text & Cases / Text Only, 13th edition. Harlow: Pearson Education Limited.

This textbook is available in both printed and electronic versions.



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Complementary Bibliography

Academic articles, web resources and complementary materials will be available via Moodlerooms, academic data bases, or provided in class. These materials will be used according to the course schedule.

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data [that you have accepted on your registration form](#) by entering this website and clicking on "download"

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792>