

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Legal and Business Science		
Course:	BUSINESS STRATEGY AND STRUCTURE		
Type:	Compulsory	ECTS credits:	6
Year:	4	Code:	7138
Teaching period:	Seventh semester		
Area:	Business organisation		
Module:	General and strategic business administration		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

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SUBJECT DESCRIPTION

With the subject "Strategy and Structure of enterprises" in the Grade of Business Management, we want that students, starting from the foundations of business strategy and structure of the company, are familiar with how to meet the stakeholders needs through generation of wealth, into a business environment that can be described as dynamic and changing due to the competitiveness.

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GOAL

The central objective of the subject "Strategy and Structure of the Company" in the Degree in Business Administration and Management is to ensure that students acquire the knowledge and needed techniques for the study of different business strategies as well as the different ways to organize of the companies in the current world of business.

To do that, the topics that are succinctly mentioned below will be developed.

Regarding the business strategy topics, we will focus on: Strategic business analysis, factors that make it up as well as the different stakeholders that are affected. At the same time we will analyze the different strategic forms that companies adopt into competitive environments in which they move from diversification, growth. In what refers to the structure of the company, we will focus on the different models of business cooperation, organizational support, change management, learning and innovation, corporate culture, human resources management.

PRIOR KNOWLEDGE

Being a very global topic, complex and with a considerable impact in the economic life of the companies -since it analyzes the different organizational forms (hard and soft) as well as the most appropriate business strategies- it is important for the student to have assimilated and matured the knowledge acquired throughout the Degree in everything related to the Organization and administration of companies in general. Likely this topic is a kind of "moment of completion" of the Degree which integrates all the most significant aspects in business management.

COURSE SYLLABUS

Unit 1. The nature of the Strategic Management.
Concept and levels of strategy.
The process of Strategic Management.
Evolution and approaches of the Strategic Management.
Approaches to the strategic decision process.

Unit 2. Value creation and groups of interest.
The creation of value as an end of the company.
Stakeholders or interest groups in the company.
The government of the company.

Unit 3. The objectives and values of the company.
Mission and strategic purpose
Strategic objectives.
The social responsibility of the company
Concept of business ethics and justification of its study

Unit 4. Internal analysis of the company.
The internal diagnosis of the company
The value chain
The research of competitors: benchmarking
The arrays of strategic analysis.
The SWOT analysis.

Unit 5. Analysis of resources and capabilities.
The analysis of resources and capabilities
Identification of resources and capabilities
Assessment of resources and capabilities
The management of resources and capabilities

Unit 6. Strategies and competitive advantages.
Strategies and the Competitive Advantage
The competitive advantage in costs
Competitive advantage in product differentiation.

The expansion of Porter's strategies: The "strategic clock"

Unit 7. The management of diversified companies.
Corporate Strategy and Value Creation
The Strategic Business Units (UBEN)
Basic Diversified Business Management
Models Corporations and groups of companies.

Unit 8. Developmental methods: internal and external growth.
Internal growth vs. external growth
Types of internal growth
Problems arisen during the integration of companies
Financial formulas in concentration operations.

Unit 9. Methods of development: business cooperation.
Cooperation between companies
Types of agreements
The management of cooperation agreements

Unit 10. Evaluation, selection and implementation of strategies
The process of evaluation and selection of strategies
The implementation of strategies. Managing the Organizational Change.

Unit 11. The implementation of strategies: the organizational structure.
The design of the organizational structure.
The Management of the company and its leadership.
Management of human resources.
Organizational culture.

Unit 12. Strategic planning and control.
The strategic planning process
Functional strategies
The strategic control process
The measurement of the performance of the company and the design of an information system.

Unit 13. The enterprise for Learning and Innovation Introduction.
Management of the organizational change.
The Intelligent Organization.
Innovation as culture.

EDUCATION ACTIVITIES

The tutoring available hours will be specified on the first day of class. The student should send an email to the teacher asking for a tutorial. Depending on the convenience, the tutorials can be individual or group.

Standard classes:

The student will be informed of the content of the subject, according to the program of the topic. The professor will present the subjects through master classes and the student will elaborate his/her notes on the above in relation to the content of the subject as a personal work activity, this activity is able to be evaluated. Students should have a high participation in the classroom as an element of learning.

Exercises resolution:

The professor will propose the realization of practical exercises at individual or team level. This model offers the possibility of influencing on the most important of each topic, help mastering the exposure time and presenting a certain way of working and studying the subject.

Team work:

It will be possible to propose work to be carried out by teams on certain business approaches, defending the work against the professor.

Seminars are considered as face-to-face hand-on classes. These classes will be done in small groups, groups of four or five people, giving each team several problems that must be solved with the class notes in hand during such sessions and delivered at the end of it.

Problem-Based Learning:

solve the proposed problem of a real-world basis, identifying learning needs to solve it, finding the necessary information for solving, and finally returning to the proposed problem seeking its solution.

Individual study:

Individual works of representation and simulation. Students are given a serie of real examples, in order to find by themselves an interpretation. Students will carry out a search for documents, research papers, news or information

on the Internet that reinforces their perception about the importance of business strategy as well as the different organizational forms of business in the company. This training technique allows students to develop the personal learning mode. From the information collected by students and another that the professor presents, virtual forums and chats can be held in which the student will show their interests and concerns, and in which their participation is mandatory. It will also be possible to put on the virtual campus a list of problems / practices in order that the student will try to solve them.

In the evaluation tests about the acquisition of contents (exams), the ability of autonomous learning can be evaluated.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Lectures 30h Exercises resolution 20h Group activities 2h Semminars 2h Problem based learning 2h Tutorials 2h Evaluation 2h	Group activity 20h Theoretical and practical self-study 60h Virtual job 10h

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

Ability to carry out synthetic and analytical thought.

To have developed a capacity for leadership.

To have developed the necessary skills to ensure problems are solved and goals are reached.

To have developed the necessary skills for effective organisation and planning in order to obtain improved business administration and management.

To enjoy a creative and entrepreneurial spirit.

Specific skills

- To be able to approach a subject by means of rigorous, profound and comprehensive thought.
- To adopt attitudes of leadership and social responsibility on both a personal and professional level.
- To develop criteria for problem-solving and decision-making both professionally and personally.
- To be capable of developing global strategies for the survival of a company, securing suitable gains for shareholders while bearing in mind the needs of stakeholders.
- To be able to put knowledge into practice.

LEARNING RESULTS

- Understands that business strategy affects to all stakeholders
- Understands the importance that business strategy be the business focus.
- Understands that the structure and behaviours of the company are a guarantee for future business.
- Develops business strategies that match both, the design strategy and organizational models
- Understands that managing a project is very valuable in the business world.

LEARNING APPRAISAL SYSTEM

The following evaluation criteria are established: Students who attend class regularly:

Continuous Evaluation System, both in Ordinary and Extraordinary Exam:

- Individual / group exercises and activities thought the virtual classroom: 20%
- Attendance and participation in class: 10% (To be taken into account the evaluation concept "Attendance and Participation in class" and to average it with the remaining evaluation concepts, this should not be less than 80%)

Students with academic exemption who can not attend class justifiably and UFV students in exchange stay, both in Ordinary and Extraordinary Call:

- Same system, but in this case the 10% corresponding to "Attendance and participation" will be added to the grade of the final exam.
- In the case of students in exchange stay, it will be their responsibility to inquire about the evaluation procedure.

Students in first and second call that do not attend class and cannot benefit from continuous evaluation:

- The final grade will be calculated through the consideration of Individual Exercises, resolution of exercises and practices and the Final Exam.

Students in subsequent calls:

- If they attend to class normally they will be able to benefit from the Continuous Evaluation System. Otherwise, the final grade will be calculated based on the assignments and resolution of exercises and the Final Exam.

Therefore, the evaluation system planned for the subject is intended to be totally clear and representative of what the professor will apply during the course. The achievement of the knowledge at the end of the four-month period demonstrated in the accomplishment of a written examination that the professor will raise will be also valued.

Furthermore, the professor will evaluate the work developed by the student during the period as well as the dedication, attitude, attendance, participation in class, resolution of exercises in the classroom and at home, as well as if it is the case, his/her participation in the business simulator proposed.

To sum up:

1.- Final exam at the end of the semester:

In all cases the exam that the student will take will be 70% of the final grade.

2.- Resolution of exercises and practical cases:

The completion of the exercises and practical cases raised by the professor as well as the participation of the student in the corresponding business simulator will account for 20% of the final grade.

3.- Attendance and participation into the classes:

10% in the final grade. The student must attend the lectures and practices classes at least 80% of the same.

Every student will be able to know in the review of grades, the score obtained in each of the components of his/her grade.

All the tests susceptible of evaluation, will be subordinated to the established in the Normative of Evaluation of the Degrees in Administration and Direction of enterprises.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

GRANT, ROBERT M. & JORDAN, JUDITH (2015) "Foundations of Strategy", WILEY, Chichester, UK, second edition