

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:	Castellano		
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.

GOAL

The fundamental objective of the subject "Strategy and Structure of the Company" in the Degree of Business Administration and Management is to ensure that students acquire the knowledge and precise techniques for the study of different business strategies as well as the different forms and organization of the companies in the current world of business. To do this, the topics that are succinctly mentioned below will be developed. Regarding the topics of business strategy we will focus on: Strategic business analysis, factors that make it up as well as the different stakeholder interest groups that are affected. At the same time we will analyze the different strategic forms that companies adopt in competitive environments in which they move from diversification, growth. In regard 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 subject, complete 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 assimilate and mature the knowledge acquired throughout the degree in everything related to the Organization and administration of companies in general. Probably this subject is in a moment of completion of the Degree which most integrates all the most significant aspects in business management

COURSE SYLLABUS

Topic 1. The nature of the Strategic Management.

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

Topic 2. Creation of value and Stakeholders.
The creation of value as an object of the company.
Stakeholders or interest groups in the company.
The government of the company.

Topic 3. The objectives and values of the company.
The mission and the strategic purpose
The strategic objectives.
The social responsibility of the company (CSR)
Concept of business ethics and justification of its study.

Topic 4. Internal analysis of the company.
The internal diagnosis of the company
The value chain
Research of competitors: benchmarking
The matrices of strategic analysis.
The SWOT analysis.

Topic 5. Analysis of resources and capabilities.
The analysis of resources and capabilities
Identification of resources and capabilities
Evaluation of resources and capabilities
The management of resources and capabilities.

Topic 6. Strategies and competitive advantages.
Strategies and competitive advantage
The competitive advantage in costs
The competitive advantage in product differentiation.
The expansion of Porter's strategies: The "strategic clock"

Topic 7. The management of diversified companies.
Corporate strategy and value creation
The Strategic Business Units (SBU's)
Basic models of management of diversified companies
Corporations and business groups (holdings).

Topic 8. Development methods: internal and external growth.
Internal growth versus external growth
Types of internal growth
Problems of the integration of companies
Financial formulas in concentration operations.

Topic 9. Development methods: business cooperation.
The cooperation between companies
Types of agreements
The direction of cooperation agreements

Topic 10. Evaluation, selection and implementation of strategies
The process of evaluation and selection of strategies
The implementation of strategies.
The management of organizational change.

Unit 11. Implementation of the strategies: organizational support.
The design of the organizational structure.
The direction of the company and the leadership.
Management of human resources.
The organizational culture

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

Topic 13. The Organization for Learning and Innovation
Introduction.
Management of organizational change.
The Intelligent Organization.
Innovation as a culture

Organizational Intrapreneurship Module.

- 1.-What is innovation in the field of corporate strategy.
- 2- Use of agile methodologies in corporate environments: Design thinking, Lean startup and Scrum
- 3.-How to develop a strategy based on our client. Customer focused.

EDUCATION ACTIVITIES

Formative activities, as well as the distribution of working times, can be modified and adapted according to the different scenarios established following the indications of the health authorities. In this sense, if circumstances warrant, teaching could be exclusively delivered remotely.

Face-to face classes:

The contents of the subject will be delivered to the student, according to this teaching guide. The professor will present the topics through lectures and the student will produce his/her own notes based on the concepts exposed by the professor as a personal work activity. The students must have a high participation in the classroom as an element of learning.

Remote classes:

As previously indicated, based on health recommendations, the university may choose this 100% remote type of learning through the technological supports available on the Canvas platform.

The teaching methodologies that will be applied will be those provided for in the new training strategy of the university known as "Formar para transformar". Namely: Flipped Learning, Case Method, Learning based on problems, Seminars, Gamification, Debates, Role-Play.

All of them have been specified and the professor will apply those that he/she considers most appropriate depending on the group, needs of the group as well as his/her own decision.

Flipped learning

It is a new innovative methodology that is supported by new technologies. Known as the inverted class, this is the professor in class does not explain the topics, but that space is used to solve doubts and generate debates as well as to work in groups. It is about the student learning "to learn".

The professor will upload to the CANVAS explanatory videos of the syllabus as well as other supporting materials that deems appropriate so that the student can see them as many times as necessary in order to conveniently prepare the session.

Case method:

The professor will be able to design a specific case that collects the necessary aspects so that the student through their individual study and work acquire the knowledge and skills required in the subject. This methodology may be individual or groupal at the proposal of the professor.

Problem Based Learning: present the problem through real applications, identify the learning needs, look for the necessary information and, finally, return to the problem looking for the solution.

Gamification: Depending on the teacher's requirements, supported business simulators could be used in ICT.

Resolution of exercises: the professor proposes the realization of practical exercises at the individual or groupal level. This model offers the possibility of influencing the most important of each topic, mastering the exposure time and present a certain way of working and studying the subject.

Group work: Team work may be proposed on certain approaches business, defending the work in front of the teacher.

Seminars in face-to-face classes. These classes will be carried out working in small groups, the class in groups of four or five people, giving each group several problems that should be resolved with notes in hand during the course of the session and delivered at the end of it.

Individual study: Individual works of representation and simulation: The students are provided with a series of real examples, in order to give them an interpretation. Students will conduct a search for documents, comments, news or information on the Internet that reinforces their opinion on the importance of business strategy as well as the different organizational forms of business in the company. This training technique allows them to develop the additional learning modality. From the information they collect and another that the teacher presents, virtual forums and chats can be held in which the student will show their interests and concerns, being their participation mandatory. You can also put on the virtual campus a list of problems / practices with the aim of the student trying their resolution.

In the tests evaluating the acquisition of contents (exams), the ability of autonomous learning can be assessed.

INFORMATION ON TUTORIALS:

Indicate that the tutoring schedules will be specified on the first day of class or that the student must send an email to the teacher. Depending on the convenience, the tutorials may be individual or groupal.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Exercises resolution 20h Team work 2h Seminars 2h Problem-based learning 2h Mentoring 2h Evaluation 2h Exhibition classes 30h	Practical and theoretical study 60h Virtual Network 10h Team work 20h

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

Understand that business strategy affects all stakeholders.

Understand the importance of the business strategy focus of the business.

Understand the convenience that the structure and forms of the company are a guarantee of the business future.

Develops business strategies matching the designed strategy and organizational models.

Understand that managing a project is invaluable in the business world.

LEARNING APPRAISAL SYSTEM

Two assessment criteria are established:

Assessment Systems: Continuous and Alternative.

It will be applied in both the Ordinary and Extraordinary Calls.

Continuous assessment:

Students who attend classes normally:

- Individual / group exercises and activities in the virtual classroom: 20%

- Attendance and participation in class: 10% (For the concept of "Attendance and Participation in class" and make average with the rest of the marks, attendance should not be less than 80%)

Alternative Assessment:

In any case of application, this assessment system will be, for the assumption that the teaching is in exclusively delivered remotely. In any case, the examination will be carried out on a face-to-face basis, as long as the health situation allows it, and can be modified in order to meet the indications given by the health authorities.

Students with academic exemption; Repetitors and exchange students, both in Ordinary and Extraordinary call:

- Same system, but in this case the 10% corresponding to Attendance and participation will be added to the mark of the final exam.

- In the case of exchange students, it will be their responsibility to find out about the procedure of assessment.

Students in first and second call who do not attend class and cannot benefit from continuous assessment:

- The grade will be calculated with Individual Exercises, resolution of exercises, practices and Final Exam.

Students in subsequent calls.

- If they normally attend classes, they will be benefitting of the Continuous Assessment System. Otherwise, the mark is calculated based on the work and resolution of exercises and Final Exam.

Therefore, the evaluation system planned for the subject, aims to be the clearest and most representative of what the professor will apply during the course. Obtaining knowledge at the end of the Semester demonstrated in the realization of a written exam that the professor will determine.

In addition, the professor will assess the work developed by the student, the dedication, attitude, attendance, participation in class, solving exercises both in the classroom and at home, as well as participation in the Business simulator raised.

By way of specification, it is summarized as follows:

1.- Exam at the end of the semester:

In all cases, the exam that the student will take will account for 70% of the final grade.

2.- Resolution of exercises and practical part:

Carrying out the exercises and practical cases proposed by the teacher as well as the participation of the student and

it will be 20% of the final grade.

3.- Attendance and participation in classes:

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

To ensure meaningful learning on the part of the student, the dates of completion will be scrupulously respected delivery of the proposed activities, individual and group work.

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

All undergraduate students will be subject to the university coexistence regulations, with special attention to infractions due to plagiarism and / or copying in the exam that will be considered serious according to the A. 7 of said regulations.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

BUENO CAMPOS, E. (2007). "Organización de empresas. Estructura, procesos y modelos". Editorial Pirámide. 2ª Edición.

NAVAS LÓPEZ, J.E. y GUERRAS MARTÍN, L.A. (2007): "La Dirección Estratégica de la Empresa: Teoría y Aplicaciones", Editorial Thomson-Civitas, Madrid, 4ª edición. TEXTO BASE TEÓRICO.

BUENO CAMPOS, E.; MORCILLO ORTEGA, P. ; SALMADOR SANCHEZ, M.P. (2006): "Dirección Estratégica: Nuevas perspectivas teóricas" (Economía y Empresa) , Editorial Grupo Anaya publicaciones generales.

Mapas estratégicos: Convirtiendo los activos intangibles en resultados tangibles (HARVARD BUSINESS SCHOOL PRESS) : Kaplan, Robert S., Norton, David ... Gestion 2000

Additional

VENTURA VICTORIA, J. (1996) "Análisis dinámico de la estrategia empresarial: Un enfoque estratégico", Editorial Civitas, Madrid.

GIL RODRIGUEZ, F., GARCIA SAINZ, M. Grupos en las organizaciones. Editorial EUDEMA. 1993.

Mintzberg, H., La estructuración de las organizaciones. Ariel, Barcelona 1984.

TEMIÑO AGUIRRE, IGNACIO. Lecturas Empresariales:
Grupo Santander, Mercadona, Apple, Grupo Inditex, Amazon, Grupo Repsol, Starbucks y Dirección y Organización Comercial y de Ventas. Editorial ESIC.

The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World .-Ronald A. Heifetz

Strategies for Learning from Failure.- Amy C. Edmondson

The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World .-Ronald A. Heifetz

Robert Grant & Judith Jordan – Foundations of Strategy, 2012, Wiley & Sons

More digital resources will be provided by the Library throughout the course