



COURSE DATA

DATA SUBJECT

Code: 35796
Name: Strategic management
Cycle: Undergraduate Studies
ECTS Credits: 9
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
1313 - Degree in Business Management and Administration	Facultat d'Economia	2	Annual, Sin determinar
1330 - Degree in Business Management and Administration (Ontinyent)	Facultat d'Economia	2	Annual, Sin determinar
1921 - Double Degree Program BMA and Law	Facultat d'Economia	2	Annual, Sin determinar
1926 - Double Degree Program Tourism and BMA	Facultat d'Economia	2	Annual, Sin determinar

SUBJECT-MATTER

Degree	Subject-matter	Character
1313 - Degree in Business Management and Administration	General business management	COMPULSORY
1330 - Degree in Business Management and Administration (Ontinyent)	Dirección General de la Empresa	COMPULSORY
1921 - Double Degree Program BMA and Law	Year 2 compulsory subjects	COMPULSORY
1926 - Double Degree Program Tourism and BMA	Asignaturas de segundo curso	COMPULSORY

COORDINATION

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SUMMARY

Strategic Management is a basic course, taught in the first and second semester of the second year of the Degree in Business Administration. It is part of the 'Business Organization' area, and it comprises nine ECTS credits.



To meet the requirements of the degree, it is proposed a program that provides the student the basic knowledge necessary for the study of current approaches to the Business Management, through a comprehensive and inclusive approach to the analysis and strategic business decisions.

Through this system of management, those responsible for leading companies try to guide the direction and development of those, seeking a balance between development and long-term survival, and profitability and the achievement of short term objectives.

To apply this management system in professional practice, the student must begin to assimilate the process of formulating the strategy and strategic analysis models, and then, understand the factors and elements that can help or hinder the proper establishment or implementation of these strategies.

After completing this course the student will be able to understand the phenomenon of differences in business performance of companies located in the same context.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

No prior knowledge is required to take this course. It is recommended to have passed the first-year Business Management Fundamentals subject.

COMPETENCES / LEARNING OUTCOMES

1330 - Degree in Business Management and Administration (Ontinyent)

Understand the impact of economic, political, legal, socio-cultural, technological and environmental variables on business activity.

DESCRIPTION OF CONTENTS

1. INTRODUCTION TO THE STRATEGIC PROCESS

- 1.1 Strategic Management and strategic attitude, origins
- 1.2 Strategy, definition and components
- 1.3 Strategic Management Process
- 1.4 Strategy levels and Business Strategy Units



2. STRATEGIC PURPOSE

- 2.1 Mission, vision, Values and objectives
- 2.2 Corporate governance
- 2.3 Stakeholders and Power map
- 2.4 Business Ethics and Corporate Social Responsibility: commitments and tools
- 2.5. The cultural context

3. ENVIRONMENTAL ASSESSMENT

- 3.1 Advanced environmental analysis: general and competitive environment
- 3.2 Intra-industry analysis: Strategic Group
- 3.3 Advanced techniques for environmental analysis: Forecast and Foresight techniques and Scenarios Method

4. INTERNAL ASSESSMENT

- 4.1 Resources, Capabilities and Competitive advantage
- 4.2 Methods for internal analysis
- 4.3 Internal and External assessment integration: SWOT analysis

5. CORPORATIVE STRATEGIES

- 5.1 Framework for designing Strategies
- 5.2. Corporate Strategies
- 5.3 Diversification strategies: portfolio management techniques

6. COMPETITIVE STRATEGIES

- 6.1 Competitive argument
- 6.2 Generic competitive strategies: Cost leadership, differentiation and focus strategy
- 6.3 Strategy Clock model
- 6.4. Strategies based on life cycle model: corporate and competitive implications

7. STRATEGY EVALUATION AND SELECTION

- 7.1 Suitability
- 7.2 Feasibility
- 7.3 Acceptability
- 7.4 Strategy selection, applying the SAFe criteria



8. IMPLEMENTATION SYSTEMS: PLANNING AND INFORMATION SYSTEMS

- 8.1 Implementation decisions
- 8.2 Objectives, Strategy and planning
- 8.2 Control process
- 8.4 Planning and Controlling systems
- 8.5 Information systems to make decisions

9. ORGANIZATIONAL DESIGN

- 9.1 Organizational design
- 9.2 Design variables
- 9.3 Contingency Variables
- 9.4 Types of organizational structures. Relationship with the strategy.

10. STRATEGY AND HUMAN RESOURCES

- 10.1 Strategic options of HR
- 10.2 Selecting HR Strategy to improve performance
- 10.3 Skills development and behavioral guidance

11. STRATEGIC CHANGE

- 11.1 Definition of Strategic Change
- 11.2 Types of Strategic Change
- 11.3 Roles and levers for managing strategic change
- 11.4 Resistance to change, styles/techniques of managing change

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	30,00
Classroom practices	60,00
Total hours	90,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	40,00
Independent study and work	0,00
Preparation of lessons	60,00



Preparation for assessment activities	35,00
Resolution of case studies	0,00
Total hours	135,00

TEACHING METHODOLOGY

In the process of teaching and learning Business Strategic Management, different teaching methods will be used. On the one hand, a didactic exhibition for the case of lectures will be used, although it will use other teaching methods, didactic forms of participation-seeking student involvement in the teaching-learning process. This second type of methods both favour interaction between teacher and student and among students themselves, and are suitable for the development of generic competencies. The methodology is as follows:

Ø Lectures: will be used primarily to present the course content specified above. Furthermore, as students will have a more active role in teaching-learning process and their autonomy should be empowered in this process, each topic will have a guiding framework that will enable them, through the consultation of the literature, to build their own study materials. The aim is to develop the following generic skills: analysis and synthesis of information, critical thinking, and ability to learn and work independently

Ø Practice sessions: Those allow to implement the knowledge acquired in lectures and to demonstrate the ability to work in group and interpersonal communication skills. It is further intended that these sessions help to improve the capacity of organization and planning of student work. Normally, the development of practical sessions will use the case method as the fundamental method, with the resolution, first individually and then in groups. We will also use other teaching methods, such as the analysis and discussion of readings in class or role-playing. In addition, the video could be used for the presentation of some practices. There could be carried out seminars about particular topics related to the contents of the subject. In order to develop some of the generic and specific competencies set forth above, the students could analyze and synthesize information from different sources - interviews, databases analysis, newspaper articles, direct observation, books, etc .-,

To process information through the use of generative AI tools, the following considerations must be followed:

- As a general rule, it is not permitted to use generative AI tools to achieve the main objective of evaluation activities.
- The professor will explicitly indicate under what conditions and for what type of activities the use of the IAG is allowed or limited.
- If the student uses any generative AI tool, he/she must indicate it in the submitted work. It will present a footnote or annex in which it includes the entry (prompt) used as well as its different modifications and a fragment of the most relevant text of the response.

It is also intended to work on written communication -through the presentation of written reports- and oral communication -through the oral presentation of the work using different methods and expository supports.



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EVALUATION

The subject of Strategic Management of the Company will be evaluated based on the consideration of two fundamental components:

Theory - Written synthesis or content test -exam- (60% of the final grade).

- Its main function is to evaluate the achievement of the training objectives of the subject.
- The exam can combine both objective tests (test) and restricted essay case studies. In any case, the questions will refer to theoretical-practical content. Preferably, will be asked questions that require the student to relate various concepts of the subject.
- Given the nature of an annual subject, a partial exam will be carried out at the end of the first semester, which will allow the subject to be eliminated exclusively before the 1st call. If this partial is passed, the student will be able to take a second partial with the syllabus corresponding to the second semester. The call for this exam will coincide with the exam of the 1st official call.
- The exams will be taken on the official dates that the Faculty of Economics allows for this within the academic calendar of the course.

Practices- Continuous evaluation (40% of the final grade).

- In this part, the acquisition of specific skills or competencies, generic competencies and social skills proposed in this teaching program will be assessed.
- The evaluation will be carried out through the assessment of the activities described in the methodology section, requested by the professors of the subject and carried out individually or in groups by the students.
- These activities will be carried out mainly in the practice sessions of the subject.

EVALUATION IN THE FIRST CALL



Assessment of the exam in the first call

- In the first official call, two types of exams will be held depending on whether or not the eliminatory partial exam taken at the end of the first semester was passed. The first partial exam will be considered passed if 50% or more of the total grade is obtained.
- If the first partial exam has been passed, the student will take the first call exam with the syllabus corresponding to the second semester, being necessary to pass this exam (second partial) with 50% or more of the total grade.
- If the first partial exam has not been passed, the student will take a final exam on the complete syllabus of the subject.
- The final grade for the theoretical component will be the average between the two partial exams, when in each one a grade of at least 5 points out of 10 points has been obtained; or, when the first partial has not been passed, the grade of the final exam of the 1st official call.
- This grade component is considered passed if 50% or more of the total overall grade for the theoretical part is obtained.

Assessment of continuous evaluation in first call



- Each practice, in its statement, will indicate the activities it contains, the nature of each activity (individual or group), its score, whether it is recoverable or not and the weighting of the practice for the total continuous evaluation. The continuous evaluation grade will be the weighted sum of the values indicated in each practice.
- In compliance with article 6.9 of the UV Evaluation and Qualification Regulations, practical classes are mandatory. The student will be considered to have complied with attendance if he has attended a minimum of 80% of the hours of these sessions and if he has adequately justified the impossibility of attending the remaining sessions due to force majeure within a period of 15 days from of absence. In the case of non-compliance, the assessment of the continuous evaluation will be zero points.
- Students who at the beginning of the course foresee a difficulty in attending the practical sessions normally will have to contact the teacher before September 30 to find a possible solution. In the event that the difficulty or impossibility of attending class occurs once the course has started, students must notify the teacher as soon as possible and always before the delivery date of the next practice.
- Periodic information will be offered on the qualification of the activities carried out by the students.

Final assessment in first call:

- The student's final grade will be the result of the weighted sum of the grades obtained in the exam and in the continuous evaluation, provided that at least 50% of the score is achieved in the two partial exams or in the first-class final exam. call (theory). Otherwise, the grade obtained in the continuous evaluation of practices will not be added.
- The subject will only be passed if the final grade, once all the weightings have been carried out, is equal to or greater than 5. Otherwise, the students must attend the second call.

EVALUTATION IN THE SECOND CALL

Evaluation of the exam in the second call.

- In no case are the marks of the partial theoretical exams or the global exam of the 1st call saved for the second call.



- The student will take the exam of the 2nd official call with the complete syllabus of the subject.
- The final grade for the theoretical component corresponds to the grade for the 2nd call exam.
- It is considered passed if 50% or more of the total grade is obtained.

Assessment of continuous evaluation in second call

- In the event that the student has surpassed 2 points out of 4 in the first call, he or she will maintain the grade from the first call.
- In the event that the student does not pass the course, due to not reaching a minimum of 80% attendance or because the sum of their weighted marks does not reach 2, the activities classified as recoverable may be recovered through an additional written test. The test will consist of questions related to the objectives developed through the activities carried out in the continuous assessment. The maximum recoverable score will be 2 points out of 4.
- Students who take this test will replace their recoverable mark from the continuous assessment with the one obtained in this test. To this mark will be added the mark obtained in the activities with a grade considered "non-recoverable".

Final assessment in second call

- The student's final grade will be the result of the weighted sum of the grades obtained in the second call exam and the assessment of the continuous evaluation, provided that at least 50% of the second call exam score is achieved.
- Otherwise, the grade obtained in the continuous evaluation of practices will not be added.
- The subject will only be passed if the final grade for all weightings is equal to or greater than 5.
- In the case of not passing the second call, no grades are saved for the next course.

Applicable to both calls

The language in which a group is being advertised is part of the specifications that students have seen advertised and will be respected. Therefore, in compliance with article 28 of the Linguistic Use Regulations



of the University of Valencia (ACGUV 167/2014, of September 30, modified by ACGUV 146/2023), the exam statements will be written in the language of the University group offer. Although or the groups in Spanish and Valencian, each student can respond in the official language of their preference. For groups taught in English, the student will only be able to answer it in this language.

REFERENCES

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