



COURSE DATA

DATA SUBJECT

Code: 35823
Name: Corporate strategies
Cycle: Undergraduate Studies
ECTS Credits: 6
Academic year: 2025-26

STUDY (S)

| Degree | Center | Acad. year | Period |
|---|---------------------|------------|----------------|
| 1313 - Degree in Business Management and Administration | Facultat d'Economia | 4 | Second quarter |
| 1313 - Degree in Business Management and Administration | Facultat d'Economia | 3 | Second quarter |
| 1330 - Degree in Business Management and Administration (Ontinyent) | Facultat d'Economia | 4 | Second quarter |
| 1330 - Degree in Business Management and Administration (Ontinyent) | Facultat d'Economia | 3 | Second quarter |
| 1926 - Double Degree Program Tourism and BMA | Facultat d'Economia | 4 | Second quarter |

SUBJECT-MATTER

| Degree | Subject-matter | Character |
|---|--|------------|
| 1313 - Degree in Business Management and Administration | Compulsory subjects in the pathway: business creation and management | ELECTIVES |
| 1313 - Degree in Business Management and Administration | Compulsory subjects in the pathway: business creation and management | ELECTIVES |
| 1330 - Degree in Business Management and Administration (Ontinyent) | Strategy and Corporate development | ELECTIVES |
| 1330 - Degree in Business Management and Administration (Ontinyent) | Strategy and Corporate development | ELECTIVES |
| 1926 - Double Degree Program Tourism and BMA | Asignaturas de cuarto curso | COMPULSORY |

COORDINATION

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SUMMARY



Up to the 19th century, a manager was basically an entrepreneur, to the extent that the company's ownership control was high and dominant. From the beginning of the 20th century, the companies' size growth and administrative complexity favored a managerial specialization, whose most considerable result was the consolidation of functional areas such as Finance, Marketing, Production, or HR. The increase in the technical complexity in each of these functional areas prevents Top Line Management from fully mastering all of them, thus reinforcing the tendency towards managerial specialization. However, there is a need for a global company's vision and administration. This requires combining technical with strategic skills as well as mastering the rise in managerial work, such as leadership, communication, or administration through the creation of a shared business project and an effective organizational culture value-oriented.

Consequently, it is generally agreed that organizations require two types of managers. On the one hand, **general managers** concerned with the company's effectiveness and with the company-environment interrelationship. On the other hand, **internal specialists** focused on the company's internal efficiency. In this sense, Strategic Management is aimed at the first manager profile. Managers are responsible for correct decision-making to coordinate all important factors in the company (accounting, finance, marketing, operations and processes, human resources, information systems, and technology). This makes Strategic Management an integrating course to apply concepts and techniques already learned in previous courses. Thus, students may be able to see how the puzzle fits together, and why the different parts of a company must be managed with strategic harmony for the organization to operate successfully, which is a primary task of general management.

Strategic Management studies must be able to develop a wide range of capabilities based on skills, knowledge, and techniques, as well as attitudes and aptitudes, which prepare students for high-level management, and being able to face different problems. Contrary to specialized management studies, which are based on training technical skills, strategic management focuses on the adoption of a broader perspective through case studies aimed at comparing practices and experiences in different organizations and industries, thus giving a wider company or industry's vision.

Consequently, a Strategic Management program must focus on generalist managers's point of view, thus combining a holistic company's vision and its environment, logical-conceptual knowledge, and attitudes in the social and human field, together with the essential technical knowledge. So, the teaching methodology must also seek to develop the necessary capabilities so that students internalize the strategic attitude, along with other attitudes to properly lead to an emerging company model.

The general purpose of this course consists of learning to define the best combination of strategic options to be used by firms within the framework of strategic management, considering the current social and economic conditions. This course provides an integrated framework to facilitate the strategy formulation process. It adopts the general manager's point of view, who holds global responsibility for the firm performance (or of a specific business unit).

Strategic Management focuses on the company as a whole. This is to say the environment in which it operates, the leadership style to lead the organization towards its mission and goals, and the managerial governance tasks addressed to the strategy implementation. Thus, this course aims to give a response to what and how should managers achieve profits, since a good strategy creation and implementation leans on reliable corporate governance.



Therefore, this course also focuses on the different growth directions (vertical integration, new markets and technologies, international expansion...) as well as the available growth modes (internal growth, acquisitions, alliances...). The course develops a set of analytical approaches and tools to be able to formulate and evaluate these strategies.

Thus, this course is intended to introduce the student to the study of strategic options and how to choose the proper one. The general goals of this course are:

- To expand the knowledge and tools regarding Strategic Management to face strategies' implementation.
- To identify the company's scope.
- To introduce the available strategic options (competitive and corporate strategies) as well as their possible combinations and implications.
- To develop the main tools to face a strategic choice.
- To learn how to compete in markets based on competitive advantages, business models, and competitive dynamics.
- To understand when and how to develop restructuring strategies.
- To understand growth directions and modes.
- To analyze whether or not to diversify.
- To choose among internal or external growth.
- To understand alliances and their utilities.

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 enrollment restrictions have been specified with other subjects in the curriculum. However, it is recommended to have previously taken and passed the compulsory subject Strategic Management. Therefore, the contents developed over the compulsory course of Strategic management are



considered as acquired. Consequently, they will become the starting point of the Corporate Strategies course.

COMPETENCES / LEARNING OUTCOMES

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Acquire interdisciplinary knowledge of the company and its social, economic, institutional and legal environment, and of the basic elements of the management process, such as organisation and administration, accounting, taxation, operations, human resources, marketing, financing and investment.

Be able to adapt to new situations.

Be able to analyse and search for information from different sources.

Be able to apply labour standards to solve specific problems.

Be able to contextualise the principles of business management and of strategy design and implementation within international business.

Be able to contribute positively to raising awareness of environmental and social issues and to overcoming all forms of discrimination, as essential factors for economic development and poverty alleviation.

Be able to coordinate activities.

Be able to define, solve and present complex problems systemically.

Be able to learn autonomously.

Be able to make decisions.

Be able to negotiate and reconcile interests effectively.

Be able to plan, organise, control and evaluate the implementation of business strategies.

Be able to relate the different elements that interact in the decisions of individuals.

Be able to solve problems.

Be able to transmit and communicate complex ideas and approaches to both specialised and lay audiences.

Be able to use English in a professional environment.

Be able to use ICTs in the field of study.

Be able to work in a team.

Demonstrate capacity for analysis and synthesis.

Have critical and self-critical capacity.



Have initiative and entrepreneurial spirit.

Have interpersonal skills.

Have organisation and planning skills.

Know how to set objectives and strategies at the different levels of the organisation, and how to assess the implications and needs for achieving them.

Know the basic techniques, methods and instruments linked to behaviour analysis.

Know the characteristics of entrepreneurs and know how to elaborate effective business plans and set the conditions required to put them into practice.

Know the general characteristics and fundamentals of business management and organisation, and be able to use the instruments and tools available to analyse and design business policies and strategies, taking account of the international business environment and knowing how to assess the effects of these strategies on business activity and outcomes and on the socio-economic environment in the short and long term.

Manage time effectively.

Show commitment to ethics and social responsibility.

Show creativity.

Show leadership and skills for mobilising the capacities of others.

Understand and assess the characteristics and usefulness of different business strategies, both at the competitive and corporate levels.

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

DESCRIPTION OF CONTENTS

1. INTRODUCTION TO STRATEGY AND COMPETITIVE DYNAMICS

1. The firm-environment relationship and strategic attitude
2. Strategy: definition, components, and levels
3. Framework for strategy design: process, sustainability, and digitalization
4. Industry structure for strategy formulation
5. Strategic positioning strategies according to the life cycle



2. STRATEGY DIRECTIONS (I): SPECIALIZATION, INTERNATIONALIZATION, DIVERSIFICATION, AND VERTICAL INTEGRATION

1. Defining the scope of the firm's activity
2. Development and growth strategies of the firm according to its direction
3. Internationalization strategies: entry modes and process
4. Diversification strategies

3. STRATEGY DIRECTIONS (II): RENEWAL AND RESTRUCTURING

1. Introduction: decline, crisis, and business survival
2. Renewal strategies
3. Restructuring strategies
4. Business turnaround: definition, stages, and success factor

4. STRATEGY METHODS. INTERNAL, EXTERNAL, AND HYBRID GROWTH

1. Introduction: strategy methods: options and challenges
2. Internal growth: Definition and critical elements
3. External development: Reasons, advantages, and challenges
4. Hybrid development and business cooperation: Concept, types, and management

5. STRATEGIES BASED ON COMPETITIVE ADVANTAGE

1. Rationale and sustainable competitive advantages
2. Generic competitive strategies
3. Risks of hybrid and intermediate competitive strategies
4. The strategic clock model
5. Business models: concept, value creation, and strategy

WORKLOAD

PRESENCIAL ACTIVITIES

| Activity | Hours |
|---------------------|--------------|
| Theory | 30,00 |
| Classroom practices | 30,00 |
| Total hours | 60,00 |

NON PRESENCIAL ACTIVITIES

| Activity | Hours |
|--------------------------------|--------------|
| Attendance at other activities | 5,00 |
| Individual or group project | 30,00 |



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|---------------------------------------|--------------|
| Independent study and work | 35,00 |
| Preparation of lessons | 20,00 |
| Preparation for assessment activities | 0,00 |
| Resolution of case studies | 0,00 |
| Total hours | 90,00 |

TEACHING METHODOLOGY

To achieve the proposed objectives, the teaching-learning process of the subject Corporate Strategies will be based on a combination of teaching methods as inverse classroom, self-guided work from various materials, case studies, projects, and reports. These methodologies seek to develop the generic and specific competencies established above. In this way, students will analyze and synthesize information from different sources, work on written communication by presenting a written report and oral communication through spoken presentation of the work using different methods and expository supports. Also, the capacity for cooperative teamwork will be relevant for a good development of the project.

- **Theoretical classes:**

Use will be made, fundamentally, of the participatory master class. The teacher, in each session, will provide an overview of the topic, and will expose and reinforce the key aspects and the most complex concepts. Each session will begin with an outline of the contents to be addressed, and will end with a brief summary highlighting the most important aspects and concepts.

In order to overcome the limitations of the master class, the method of self-guided learning is used so that students have a more active role in their learning process. This method assumes that students assume three responsibilities:



- For each session, students must individually do previous work, which will consist of answering a series of questions related to the topic to be addressed. This previous work done by the students will allow the teacher to start each session with a question to be solved, which will be discussed in class and will facilitate the participation of the students.
- To facilitate the autonomy of students in the learning process, for each topic they will have a schemeguide that will allow them to build their own study materials. Students must prepare the contents of the subject from the teacher's explanations and the recommended bibliography and the materials delivered for each topic.
- Participate in the possible debates organized by the teacher in the Virtual Classroom Forum.
- **Practical classes:** they have like objective the practical application of the concepts and techniques introduced in the theory, through the resolution of real or fictitious cases and exercises and of the realization of works in team. The resolution of cases and realization of exercises allow to introduce of natural way in the problematic relative to the knowledges and competitions that have to acquire in the subject, reflecting the complexity and the uncertainty of the business reality and the strategic decisions. In addition, hands-on sessions help to develop the ability to work in groups, interpersonal communication skills and the ability to organize and plan work. Depending on the circumstances, the practical classes may be face-to-face, non-face-to-face or any combined formula of both modalities. The practical classes may consist of:

-Analysis and resolution of cases in class.

-Analysis and resolution of cases outside the classroom and discussion of the same in class.

*The use of **Artificial Intelligence (AI)** and any other type of similar tool will be allowed to be applied, both to classroom work and autonomous work, as long as the student incorporates a declaration of responsible use into these tasks, indicating, in each case, the source and the parts of the work affected.

EVALUATION

60% Written/oral exams on the material taught, including a final exam on the date set in the official exam calendar of the Faculty of Economics. To pass the course, students must pass the final exam.

40% Continuous assessment of students, based on their participation and involvement in the teaching-learning process through the evaluation of practical activities, the preparation of papers/reports, and/or oral presentations, with defense and debate of the positions developed by the students. Group dynamics will be followed.

Attendance at practical sessions will be mandatory, in accordance with Article 6.9 of the University of Valencia's Evaluation and Grading Regulations for Undergraduate and Master's degrees.

Important: Following Article 28 of the University of Valencia's Language Use Regulations (ACGUV 167/2014, of September 30, modified by ACGUV 146/2023), the exam and exercise statements will be



presented in the language in which the course was officially offered."

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