

**COURSE DATA****DATA SUBJECT**

Code: 36126
Name: Strategic management
Cycle: Undergraduate Studies
ECTS Credits: 4.5
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
1316 - Degree in Economics	Facultat d'Economia	3	Second quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
1316 - Degree in Economics	Business organisation	COMPULSORY

COORDINATION

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SUMMARY

The subject of Strategic Management focuses on the study of current approaches to business management, applying a global and integrative approach to the analysis and business decisions of a strategic nature. Through this management system, managers try to guide the direction and development of companies, 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 understand the processes and aspects that are key in the formulation of business strategies, as well as the factors and elements that can facilitate or hinder the correct implementation of these strategies.

Therefore, the general objectives that are intended to be achieved with the program of the subject are:

- Introducing students to the fundamentals and tools of Strategic Management, in sufficient depth so that they understand its management philosophy and can apply it in business practice.
- Achieve a balanced understanding of the aspects to be considered in the formulation of business strategies, in their implementation and, finally, in their control and evaluation.
- To introduce the interrelations and integration between the elements studied in this subject and other concepts and complementary subjects of the Degree.

To achieve these objectives, the syllabus of the subject is divided into three fundamental parts:

- The first part is an extensive introduction to the theoretical framework of Strategic Management where we review some fundamental concepts and present the strategic process in a complete and integrated way, to arrive at the general scheme to be developed in the course.



- Within the general scheme of Strategic Management, the second part reviews the strategy formulation process, from the strategic diagnosis to the different strategic options available to organizations.
- Continuing with the development of the general scheme of Strategic Management, the third part develops the topics of the strategy implementation process, from the evaluation of the strategy itself to the fundamentals of organizational design, including the fundamentals of strategy planning and control systems.

PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

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

OTHER REQUIREMENTS

Although there are no enrolment restrictions on other subjects in the curriculum, it is recommended that students of Strategic Management have taken the previous subject of Fundamentals of Business Management, to start from an adequate base and that there are no training deficits.

COMPETENCES / LEARNING OUTCOMES

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Be able to collect and analyse information.

Be able to learn autonomously.

Be able to use ICTs.

Be able to work in a team (including interdisciplinary teams).

Have decision-making skills and be able to apply knowledge to practice.

Have oral and written communication skills in the native language.

Know and understand the company, its functional organisation, its objectives and techniques. Understand the processes for the creation and development of the company and of innovation.

Know how to analyse and design the strategic decisions of the company and their consequences.

Know the causes of gender and race discrimination in labour markets and in economic and political organisations and the economic corrective measures.

Recognise strategic conflicts and know how to use basic strategic principles to obtain cooperation and coordination in incentive problems.



Show critical thinking skills.

Show ethical commitment and social responsibility at work, respect the environment and human rights and promote equality between men and women and the culture of peace.

DESCRIPTION OF CONTENTS

1. Topic 1. Introduction to Strategic Process

- 1.1. Origin of Strategic Management and strategic approach
- 1.2. Strategy: definition y components
- 1.3. The Strategic Management Process
- 1.4. Levels of Strategy
- 1.5. Processes of strategic decision making

2. Topic 2. Strategic Purpose

- 2.1. Mission, Values and Objectives
- 2.2. Government corporate and Corporate Social Responsibility
- 2.3. Stakeholders and power map

3. Topic 3. External analysis

- 3.1. Environmental analysis
- 3.2. Analysis of the industry and competitive environment factors
- 3.3. Intra-sectoral analysis: Strategic Groups
- 3. 4. Environmental analysis techniques: Prospective and scenarios Method

4. Topic 4. Internal analysis

- 4.1. Resources, Capabilities and Competitive Advantage
- 4.2. Methods of analysis
- 4.3. Integration of internal and external analysis: SWOT Analysis

5. Topic 5. Corporate Strategies

- 5.1. Framework for the design of the strategies
- 5.2. Types of corporate strategies
- 5.3. Diversification strategies
- 5.4. Development modes: internal, external and hybrid development



6. Topic 6. Competitive Strategies

- 6.1. Competitive argument
- 6.2. Generic strategies: cost leadership versus differentiation
- 6.3. The model of strategic watch: contributions and limitations

7. Topic 7. Evaluation and selection of strategies

- 7.1. Convenience or opportunity
- 7.2. Feasibility
- 7.3. Acceptability

8. Topic 8. Implementation of the strategy I: planning and control systems, and information systems

- 8.1. Control concept. Strategic control
- 8.2. Planning and control systems
- 8.3. Information systems for decision making

9. Topic 9. Implementation of the strategy II: Organizational Design

- 9.1. The design of the organization and its relationship with the strategy
- 9.2. Coordination mechanisms
- 9.3. Contingency factors and their effects on organizational design
- 9.4. Types of organizational structures

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	30,00
Classroom practices	15,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	22,50
Preparation for assessment activities	45,00
Resolution of case studies	0,00



TEACHING METHODOLOGY

Given the theoretical-practical nature of the subject, a combination of teaching methods will be used to achieve the established objectives. The participatory master class will be used to expose the students to the most complex concepts and give an overview of each topic. In any case, teaching methods will be used that seek the involvement of the student in his/her teaching-learning process, distinguishing between theoretical and practical classes.

THEORETICAL CLASSES

In the theoretical classes, the didactic method of the lecture will be used, but in its participatory modality, to present the contents of the subject. The teacher can provide diagrams for the monitoring of the class by the students, which will constitute the basis for them to prepare their own study material, but in no case will they replace the consultation of the reference manuals. Thus, based on the diagrams provided, the consultation of the recommended bibliography and the notes taken during the presentations, the student must prepare his/her own materials.

PRACTICAL CLASSES

The purpose of practical classes is, on the one hand, to be able to apply, to a real or fictitious case, the concepts that are addressed in the theoretical classes, and, on the other hand, to develop the ability to work in a group and interpersonal communication skills. In these sessions, students, preferably in groups, will have to analyze different cases of companies at the proposal of the professors, applying the knowledge acquired in the theoretical classes.

In this sense, the teacher can opt for three alternative but complementary work methodologies:

- 1) Propose to each group of students the application of the concepts and tools seen in the subject to a real business case. With this methodology, students must make a report of results based on a script provided by the teacher. To prepare it, students must seek information through different sources, the different practices related to each topic of the program will be presented in the different practice sessions, where the teacher will evaluate them providing constructive feedback, and the final reports will be delivered on the dates established by the teacher.
- 2) Alternatively, the teacher may choose to propose specific cases to students to deal with various problems related to the contents of the subject (the traditional case method). With this methodology, the proposed cases will be solved and discussed in the practice sessions, and it may be necessary to carry out a specific task, as a pre-class work, to guarantee the quality and discussion of the work done in class. Carrying out these cases may require consulting databases or reading press articles, among others.
- 3) Finally, the teacher can apply a combination of the two methodologies described above, given their complementarity, using real cases and reports for a better understanding of some concepts and tools of the subject, and applying the traditional case method to work on other



different concepts and tools.

EVALUATION

The evaluation of the subject "Strategic Management" is made up of two parts, theoretical and practical, **which must necessarily be passed to pass the subject.**

THEORETICAL PART

The theoretical content of the subject will account for **70% of the evaluation** and will be assessed by means of a written test, exam, which will be held on the official date established by the exam calendar of the Faculty of Economics.

The written test will be consistent with the active methodology put into practice throughout the course, and will include both multiple-choice and development questions, which may refer to a real or fictitious company case.

PRACTICAL PART

The practical application of the contents will account for **30% of the evaluation**, and will be assessed by continuous evaluation during the course according to the following scheme:

- **Active attendance, participation in class (theoretical and practical) and presentation of work or group cases in the classroom during practical sessions.**

In accordance with article 6.9 of the *Evaluation and Qualification Regulations of the Universitat de València* (ACGUV 108/2017), attendance at classes is mandatory, and the student is considered to have complied with attendance if he/she does so, at least, to 80% of the sessions, and if he/she has adequately justified the impossibility due to force majeure within 15 days of the absence. Consequently, active attendance will not be assessed summatively, but the lack of attendance will be assessed with up to one (1) negative point, which will be subtracted from this part of the continuous assessment.

Participation in class (theoretical and practical) and the presentation of work or cases in the classroom during the practical sessions will be valued with a maximum of one point (1).

This part of the continuous assessment, corresponding to the attendance and presentation of work or cases in the classroom during the practical sessions, is, by its very nature, **not recoverable** in the 2nd call of the academic year.

- **Delivery of reports on the cases studied during the practical sessions.**

This part of the continuous assessment corresponds to the delivery of reports on the cases



studied during the practical sessions, will have a maximum value of two (2) points, and it is **recoverable** in the 2nd call of the academic year.

When the grade obtained in the continuous assessment is higher than one and a half points (1.5), this grade will be maintained during the two calls of the academic year, so that the subject can be passed by passing the theoretical exam in the 1st or 2nd call.

In accordance with article 6.6 of the *Evaluation and Qualification Regulations of the Universitat de València* (ACGUV 108/2017), "*students have the right to be able to pass the subject in the second call by taking an exam in which they are evaluated of all the continuous assessment activities that can be recovered, and to maintain the grade of those that cannot be recovered*". Consequently, to this end, students who do not opt for continuous assessment, or who, having opted for it, have not passed it in the 1st call of the course with a minimum of one and a half points (1.5) out of the three (3) maximum points attributed to them, must take, on the official dates that the Faculty of Economics establishes for the exams of the 2nd call of the academic year, an objective test, complementary to the theoretical test, corresponding to the retrievable continuous assessment activities; this objective test will consist of either a practical exam on the cases studied during the practical sessions or the delivery of the reports on the cases studied during the practical sessions, and will involve a maximum grade of two (2) points.

Use of Artificial Intelligence

It is recalled that any form of fraud derived from plagiarism or use of documentation without citation of sources must be avoided. According to *Law 3/2022, of 24 February, on University Coexistence*, fraud also includes the use of artificial intelligence applications without explaining that they have been used and without explaining which prompts, or instructions, have been applied to obtain the results.

In this sense, and especially regarding the preparation of reports or resolution of cases, related to the part of the continuous assessment of the subject, a maximum allowed percentage of the "*probability index of AI use*" provided by the institutional plagiarism detection software at the University of Valencia may be established.

Finally, according to article 28 of the *Regulations on Language Uses of the University of Valencia* (ACGUV 167/2014, of 30 September, amended by ACGUV 146/2023), the statements of the exams and exercises will be presented in the language in which the subject has been officially offered.

REFERENCES

In addition to the basic reference bibliography presented below, available in the libraries of the University of Valencia (Trobés), specific readings and materials, and/or cases, will be offered for the different topics detailed in the analytical programme of the subject.

- Guerras, L. A. & Navas, J. E. (2022): *La Dirección Estratégica de la Empresa: Teoría y Aplicaciones*. Ed. Civitas -Thomson Reuters, Madrid.
- Johnson, G., Scholes, K. & Whittington, R. (2006): *Dirección Estratégica*, Ed. Pearson Educación,



México, 7^a edición.

- Urra Urbieto, A. (2018): Dirección estratégica para el siglo XXI: la gestión ante los límites del crecimiento. Ediciones Pirámide, Madrid.