# COURSE DATA

## DATA SUBJECT

**Code:** 41042
**Name:** Implementation of corporate strategies
**Cycle:** Master's Degree
**ECTS Credits:** 10
**Academic year:** 2025-26

## STUDY (S)

| Degree | Center | Acad. year | Period |
|---|---|---|---|
| 2010 - Master's Degree in Business Strategy | Facultat d'Economia | 1 | Annual |

## SUBJECT-MATTER

| Degree | Subject-matter | Character |
|---|---|---|
| 2010 - Master's Degree in Business Strategy | Implementation of corporate strategies | ELECTIVES |

## COORDINATION

EJARQUE CATALA ANA TERESA

# SUMMARY

This module focuses on the techniques and problems of specifying strategies in specific actions and plans, as well as the implementation of decisions related to the scope of activity of the company (internationalization and diversification) and the chosen mode for growth (mergers / acquisitions, strategic alliances).

# PREVIOUS KNOWLEDGE

## RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

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

## OTHER REQUIREMENTS

# COMPETENCES / LEARNING OUTCOMES

## 2010 - Master's Degree in Business Strategy

Conocer las características, problemáticas e impliciaciones humanas, económicas, político-legales y

organizativas de las estrategias en contextos de crecimiento y de inestabilidad o crisis, tanto en lo relativo a la determinación del ámbito de actividad (cartera de negocios y ámbito geográfico) como en lo relativo a los argumentos competitivos y las estrategias de negocio

Conocer las principales líneas de investigación abiertas en el área de la dirección de empresas y su estado de desarrollo actual

Gestionar procesos de negociación en diferentes contextos, y saber desarrollar procesos de cambio organizativo.

Know how to apply acquired knowledge and problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

Liderar equipos de personas en el desarrollo y aplicación de estrategias, seleccionando el estilo de liderazgo apropiado en cada situación, estableciendo objetivos, motivando y controlando los resultados, apoyando el desarrollo de las personas y aprovechando su diversidad y riqueza

Orientación al logro y a los resultados, demostrando autocontrol, afán de mejora continua y capacidad de gestión del tiempo.

Plantear estrategias innovadoras y pensar de modo creativo: dirigir procesos creativos propios y de otras personas gestionando y aprovechando la diversidad

Saber concretar la estrategia en acciones específicas y medibles, así como integrar la estrategia competitiva y corporativa con las diferentes funciones de la empresa (finanzas, marketing, producción, aprovisionamiento, políticas de calidad, innovación, recursos humanos)

To be able to integrate knowledge and face the complexity of formulating judgments from information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

## DESCRIPTION OF CONTENTS

In this subject, we address all the issues related to the development and management of cooperation between companies, through the study of each of the stages or phases that constitute this implementation process. Our starting point are the questions about formulation of this strategy that were raised in the module of modalities of strategic development. From there, in this subject we will study the following aspects related to the implementation of strategic alliances:
- The process of managing strategic alliances
- The negotiation between the partners of the alliances
- The different organizational structures used in strategic alliances
- The implementation of strategic alliances: planning and control.
- Implications of learning and HR in strategic alliances

## 1. Development and Management of Strategic Alliances

In this subject, we address all the issues related to the development and management of cooperation between companies, through the study of each of the stages or phases that constitute this implementation process. Our starting point are the questions about formulation of this strategy that were raised in the module of modalities of strategic development. From there, in this subject we will study the following aspects related to the implementation of strategic alliances:
- The process of managing strategic alliances
- The negotiation between the partners of the alliances

## 2. Merger / acquisition process management

Esta asignatura se centra en la gestión de las operaciones de fusión y adquisición haciendo especial hincapié en distintas decisiones a las que los directivos deben hacer frente a lo largo de todo el proceso. Con este objetivo, y partiendo de las cuestiones de formulación planteadas en el módulo de modalidades de desarrollo estratégico, así como de las distintas fases que se suceden en el proceso de fusiones y adquisiciones, this course introduces the implications that the implementation of these operations have on business management in various areas.
Specifically, this subject aims to analyze:
The reasons for the operation and its impact on implementation
The different approaches to integration, as well as the degree and level.
The importance of the integration plan and the aspects to be taken into account: managerial roles, communication, cultural adjustment, symbols, etc.
The implications of process management in human resources
Culture as a key variable in mergers and acquisitions
The organizational implications of the type of operation (scale vs. complementarity) and the object of the agreement (exploration vs. exploitation)

This course will be taught in English. The course aims at understanding the different aspects related with the Implementation of International Strategy, from the Market selection and entry mode to the organizational challenges related to operating at an international level. The course will account with three guest professors who will introduce several of these topics from a practitioner view.
In this course, we study the following aspects related to the implementation and management of international strategy:

Methods and sources of information about markets and business
The analysis of market potential, barriers and entry modes
Organizational structures in multinational companies
Roles and types of subsidiaries in international companies
Synergies, innovation and knowledge management in the international context
Human resources management practices in the international context
Coordination and control tools and incentives systems
International marketing, brand and corporate identity
Financial aspects of international operations and the allocation of resources

This subject focuses on diversification management, paying special attention to the different decisions to be made over the process. With this purpose, and taking as a reference the different formulation-related

## 3. Implementation of International Strategy (lessons in English)

This course will be taught in English. The course aims at understanding the different aspects related with the Implementation of International Strategy, from the Market selection and entry mode to the organizational challenges related to operating at an international level. The course will account with three guest professors who will introduce several of these topics from a practitioner view.
In this course, we study the following aspects related to the implementation and management of international strategy:

Methods and sources of information about markets and business
The analysis of market potential, barriers and entry modes
Organizational structures in multinational companies

## 4. Management of Diversified Firms (Lessons in English)

issues, this course introduces the implications that the implementation of diversification strategies has on business management in various areas.
Specifically, this subject aims to analyze:
- Diversification Strategies, modes of entry, and configuration.
- Diversification and structural types.
- Diversification, systems, and people.

# WORKLOAD

### PRESENCIAL ACTIVITIES

| Activity | Hours |
|---|---|
| Tutorials | 5,00 |
| Theoretical and practical classes | 90,00 |
| Seminar | 5,00 |
| **Total hours** | **100,00** |

### NON PRESENCIAL ACTIVITIES

| Activity | Hours |
|---|---|
| Attendance at other activities | 0,00 |
| Individual or group project | 50,00 |
| Independent study and work | 100,00 |
| Preparation of lessons | 0,00 |
| Preparation for assessment activities | 0,00 |
| Resolution of case studies | 0,00 |
| **Total hours** | **150,00** |

# TEACHING METHODOLOGY

Case teaching method and participative teaching methods

# EVALUATION

Objective and techniques of the evaluation:
The evaluation of the module has a formative and accrediting objective. These tests will aim to assess and report on the level of achievement of learning outcomes and especially those focused on the specific competencies of the module with respect to content and application. However, these tests will assess students' ability to work in a team, argue and defend ideas, as well as their attitudes in accordance with ethical criteria, social responsibility, equity, equality, and respect for human rights.
The module will be evaluated both through tests (essay, objective and / or oral) and through techniques for observing the participation of students. The tests will consist of work to be presented throughout the course (continuous assessment) and final exam (with essay questions and / or objectives).
Evaluation format:
The module will be evaluated both during the development of the different subjects (continuous assessment) and through an individual written test or exam that will include all the subjects of the module (finalist assessment). Continuous assessment will account for 60% of the student's final grade. The remaining 40% of the final mark of the module will be obtained through the realization of an examination of theoretical-practical character (finalist evaluation). This final exam will consist of one or more practical cases that will collect questions from the four subjects that make up the module, deriving an individualized note from this test for each subject.
The final grade will be calculated by averaging the credits of the different subjects (both the final and the continuous assessment).
Evaluation conditions:
Attendance and participation in the classes of the subjects will be mandatory (including external sessions) to be able to derive the continuous assessment, and the activities that form part of the continuous assessment will have the nature of non-recoverable.
It will be necessary to pass the written exam with a minimum grade of 5 points to be able to add the continuous assessment. In this final exam, the marks obtained in the four subjects will be averaged if a minimum mark of 4 points has been obtained in each of them.
In the case of students who do not pass the final exam in the first call, they will have the right to take the exam in the second call. If the student has obtained a minimum of 5 points (out of 10 points) in any subject (s) in the first call exam, he / she will be allowed to keep this mark for the second call and only take the exam. those subjects in which the mark would have been below 5 in the exam of the first call.
The first call and second call exams will be held on the dates set by the master's degree director.
**USE OF ARTIFICIAL INTELLIGENCE.** The use of Artificial Intelligence, and any other similar type of tool, will be permitted to be applied, both to classroom work and to independent work, as long as the student incorporates a declaration of responsible use into these tasks, indicating, in each case, how it has been used, the source and the parts of the work affected.

Learning to use AI is an emerging skill and we will provide training on how to use it.
You must be aware of AI limits, such as the following:

- If you provide minimal effort prompts, you will get low quality results. You will have to perfect your directions to get good results. This requires work.
- You will be responsible for any errors or omissions provided by the tool. Check the sources.
- AI is a tool, think carefully when it is useful. Do not use it if it is not appropriate for the case or circumstance.

**You must include a paragraph at the end of any task that uses Artificial Intelligence explaining what you have used it for and what instructions you have applied to obtain the results. If you do not, you will be in violation of the academic honesty policy, and it will be considered plagiarism.**

## REFERENCES

- La especificación de los materiales y referencias bibliográficas complementarias para las asignaturas de este módulo está a disposición de los alumnos matriculados en el aula virtual de la Universitat de València (http://aulavirtual.uv.es)
- Bartlett, C.A. and Beamish, P.W. (2018): Transnational Management. Text and Cases in a Cross-Border management. Ed. Cambridge (8ª Edicion) Bastida, R.; Marimon, F. and Tanganelli, D. ( 2017): Alliance successs factors and performance in social economy enterprises. Management Decision, vol. 55, nº 5, pp. 1065-1080. Child, J. et al. (2019): Cooperative Strategy: Managing Alliances and Networks. Oxford University Press. Puranam, P. & Vanneste, B. (2016): Corporate Strategy: Tools for Analysis and Decision-Making. Ed. Cambridge University Press Ronen, S. And Shenkar, O. (2017): Navigating global business. A cultural compass. Ed. Cambridge University Press Weber, Y.; Tarba, S. y Öberg, C. (2014): A comprehensive guide to mergers and acquisitions. Ed. Pearson Education. Welch, L.; Benito, G.R.G. and Petersen, B. (2018): Foreign Operation Methods. Ed. Elgar (2ª Edicion)
- Galbraith, J. (2014). Designing Organizations: Strategy, Structure, and Process at the Business Unit and Enterprise Levels (3rd Edition.). John Wiley & Sons, Incorporated. Available online: https: //trobes.uv.es/permalink/34CVA_UV/1093lvl/cdi_skillsoft_books24x7_bkb00062621 Johnson, G., Whittington, R., Regner, P., Scholes, K., & Angwin, D. (2017). Exploring Strategy: Text and Cases. In Exploring Strategy. Pearson Education Limited. Available online: https://trobes.uv. es/permalink/34CVA_UV/1093lvl/cdi_askewsholts_vlebooks_9781292145136 Kaplan, R. S., & Norton, D. P. (2006). How to implement a new strategy without disrupting your organization. Harvard Business Review, 84(1), 100109. Available online: https://hbr.org/2006/03/how-to-implement-a-new-strategy-without-disrupting-your-organization. Kenny, G. (2012), "Diversification: best practices of the leading companies", Journal of Business Strategy, Vol. 33 No. 1, pp. 12-20. Available online: https://doi.org/10.1108/02756661211193776