



COURSE DATA

DATA SUBJECT

Code: 42762
Name: Strategic management of social economy enterprises
Cycle: Master's Degree
ECTS Credits: 4
Academic year: 2025-26

STUDY (S)

| Degree | Center | Acad. year | Period |
|--|---------------------|------------|---------------|
| 2204 - Master's Degree in Social Economics (Cooperatives and Non-Profit Organisations) | Facultat d'Economia | 1 | First quarter |

SUBJECT-MATTER

| Degree | Subject-matter | Character |
|--|--|------------|
| 2204 - Master's Degree in Social Economics (Cooperatives and Non-Profit Organisations) | Strategic management of social economy enterprises | COMPULSORY |

COORDINATION

GARCIA GRANERO ANA

SUMMARY

Strategic Management module focuses on the study, analysis and reflection of different aspects of making strategic decisions (long-term decisions that affect all functional areas of the organization), from a holistic perspective, that is, comprehensive and integrated. Any kind of organization, in our case those that are part of the Social Economy and mostly have no profit and primarily pursue social objectives, has to face certain situations and challenges that force decisions through which in achieving the growth and long-term survival. Through the use of strategic management, the Social Economy organizations can apply a methodology applied to specific situations that allow them to make decisions effectively and efficiently. Obtain a sufficiently accurate knowledge of the situation in which there is an organization (through its strategic diagnosis) and specificity clearly define the purpose, goals, values and objectives to be achieved, evaluate, select and design those strategic options or alternatives most likely to help the organization achieve its goals within a given context and then implementing (executing and controlling) the strategies developed are the most important elements involved in the process of strategic management. Social Economy organizations must be able to understand and apply strategic management, adapting its methodology to the traditions and specificity of these organizations, so that through its implementation to improve both their effectiveness (meeting the needs of the groups to which direct their actions) as its efficiency (properly allocate its resources and capabilities).

PREVIOUS KNOWLEDGE



RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

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

OTHER REQUIREMENTS

Nothing

COMPETENCES / LEARNING OUTCOMES

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Be able to integrate into teams, both as managers or coordinators and for specific and limited functions and in support of the team or of others.

Be able to integrate new technologies in their professional and/or research work.

Comprender el funcionamiento de las entidades y empresas que conforman la Economía Social

Critically analyse one's own work and that of colleagues.

Have a proactive attitude towards possible changes that may occur in their professional and/or investigative work.

Know how to work in multidisciplinary teams reproducing real contexts and contributing and coordinating their own knowledge with that of other branches and participants.

Know how to write and prepare presentations to present and defend them later.

Participate in, lead and coordinate debates and discussions, be able to summarize them and extract the most relevant conclusions accepted by the majority.

Proyectar sobre problemas concretos sus conocimientos y saber resumir y extraer los argumentos y las conclusiones más relevantes para su resolución.

Saber aplicar el proceso de la Dirección Estratégica en las empresas y entidades de la Economía Social

Saber trabajar en equipo con eficacia y eficiencia.

Ser capaces de buscar, ordenar, analizar y sintetizar la información, seleccionando aquella que resulta pertinente para la toma de decisiones.

Ser capaces de tomar decisiones tanto individuales como colectivas en su labor profesional y/o investigadora.

Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.

Students should be able to integrate knowledge and address the complexity of making informed judgments based on incomplete or limited information, including reflections on the social and ethical responsibilities



associated with the application of their knowledge and judgments.

Students should communicate conclusions and underlying knowledge clearly and unambiguously to both specialized and non-specialized audiences.

Students should demonstrate self-directed learning skills for continued academic growth.

Students should possess and understand foundational knowledge that enables original thinking and research in the field.

Use different presentation formats (oral, written, slide presentations, boards, etc.) to communicate knowledge, proposals and positions.

DESCRIPTION OF CONTENTS

1. Strategic management and the applied of Social Economy enterprises

- 1.1. Strategic management: origins, evolution and process
- 1.2. Entrepreneurial strategy: definition
- 1.3. Levels of strategy
- 1.4. Strategic management in different organizational contexts: Cooperatives and non-profit entities

2. The system design objectives in the Social Economy enterprises

- 2.1. Mission, values and objectives
- 2.2. Corporate governance, agency problem and good governance code
- 2.3. Corporate social responsibility

3. Diagnosis of the environment of the companies of the Social Economy

- 3.1. Analysis of the general environment: PESTEL analysis
- 3.2. Analysis of the competitive environment and strategic groups.
- 3.3. Resources, capabilities and competitive advantage. VRIO analysis. The importance of resources and intangible resources
- 3.4. Strategic diagnosis: SWOT analysis



4. Design, evaluation and selection of the strategy

- 4.1. General framework for the design of the companies of social economy
- 4.2. Decisions on the arena of activity
- 4.3. Decisions on the vehicles of growth
- 4.4. Decisions on competitive strategies
- 4.5. Strategies based on value creation
- 4.6. Evaluation and selection of strategies

5. Systems for the implementation of the strategy in Social Economy companies

- 5.1. The implementation of strategy
- 5.2. Organizational design in companies of social economy

6. New social trends in strategic management

- 6.1. Social innovation and entrepreneurship
- 6.2. Development of the Social Business Plan: CANVAS Social
- 6.3. Balance between social and economic area in strategic management: the case of hybrid organizations

7. Financing of social economy entities: application from strategic management

- 7.1. Financing as a tool for competitive advantage
- 7.2. Sources of financing from Public Administrations: direct, indirect and hidden instruments
- 7.3. Instruments for financing from private sources: fundraising and patronage
- 7.4. Alternative financing: ethical banking, microcredit and crowdfunding

8. Public procurement, a strategic tool for social economy companies

- 8.1. New law on public procurement: challenges and opportunities
- 8.2. Strategic behavior before public procurement bidding documents
- 8.3. The market reserve and the social concert



WORKLOAD

PRESENCIAL ACTIVITIES

| Activity | Hours |
|-----------------------------------|--------------|
| Theoretical and practical classes | 40,00 |
| Total hours | 40,00 |

NON PRESENCIAL ACTIVITIES

| Activity | Hours |
|---------------------------------------|--------------|
| Attendance at other activities | 0,00 |
| Individual or group project | 16,00 |
| Independent study and work | 12,00 |
| Preparation of lessons | 16,00 |
| Preparation for assessment activities | 6,00 |
| Resolution of case studies | 10,00 |
| Total hours | 60,00 |

TEACHING METHODOLOGY

The learning process of the module is structured in a theoretical part and a practical part. The theoretical part will be developed through master classes supported in the basic bibliography complementary to each subject and in specific reading materials that will be provided to the student through the virtual classroom. However, the participation of the student during the theoretical sessions will be positively valued; Participation that can consist of reflections and personal assessments of the student about the concepts and theoretical contents spills by the professor.

The practical part will be developed through sessions based on the active participation of the students and inspired by teaching by discovery through the method of the case. Practical cases referring to Social Economy organizations (Cooperatives, associations, foundations, etc.) will be presented.

Information regarding practical cases to work in class will be provided to the student through the virtual classroom, so that the student will have to read and analyze this information in advance of the practical session, as well as proceed to find additional information that may be helpful in resolving the case.

EVALUATION

The evaluation system will consist of a continuous evaluation based on the following aspects:

- Module exam (**60%** of the overall grade).



- Completion of the case studies (**30%** of the overall grade).
- Attendance, participation, interest in the module, attitude towards the subject and the possibility of attending a seminar related to the contents of the module (**10%** of the overall grade).

Policy for the use of Artificial Intelligence (AI). A paragraph should be included at the end of any task that uses Artificial Intelligence, explaining what it has been used for and what instructions have been applied to obtain the results. Failure to do so will violate the academic honesty policy and will be considered plagiarism. In fact, according to article 11.g of Law 3/2022, of February 24th, on university coexistence, regarding ChatGPT, it shall be considered a very serious offense to fully or partially plagiarize a work, or engage in academic fraud in the preparation of any assignment or activity requested of the students. Academic fraud shall be understood as any deliberate behavior aimed at falsifying the results of an exam or assignment, whether it is one's own or someone else's (including the improper use of artificial intelligence such as ChatGPT), carried out as a requirement to pass a subject or demonstrate academic performance.

REFERENCES

- Chaves,R., Fajardo,G, Monzón,J.L. (dir) (2020): Manual de economía social, Tirant lo blanc, Valencia.
- Guerras, L. A. y Navas, J. E. (2022): La Dirección Estratégica de la Empresa: Teoría y Aplicaciones, Civitas Thomson Reuters, Madrid.
- Sanchis, J. R. (2001): Dirección Estratégica de Empresas Cooperativas, Promolibro, Valencia.
- Worth, M. J. (2018): Nonprofit management: Principles and practice, Sage Publications.
- Alonso-Martínez, D., González-Álvarez, N., & Nieto, M. (2014). Emprendimiento social vs innovación social. Cuadernos aragoneses de economía,24(1-2), 119-140.
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- Oslo Manual (2018). Guidelines for collecting, reporting and using data on innovation. The measurement of Scientific, Technological, and Innovation Series. OECD, 4THedition.