

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

Code: 44198
Name: New approaches to strategic management
Cycle: Master's Degree
ECTS Credits: 3
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
2195 - Master's Degree in Corporate Finance	Facultat d'Economia	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2195 - Master's Degree in Corporate Finance	Organisation	COMPULSORY

COORDINATION

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SUMMARY

The subject of this course focuses on the study of current approaches to Business Management, applying a global and integrated approach to analysis and business decisions of a strategic nature. Through this management system, the people in charge of directing companies try to guide their direction and development, seeking a balance between long-term development and survival, and short-term profitability and the achievement of objectives.

At the end of the course, students should 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 or implementation of these strategies.

Therefore, the general objectives to be achieved with this programme are:

- To introduce students to the fundamentals and tools of the New Strategic Management, with sufficient depth for the student to understand its management philosophy and be able to apply it in business practice.



- To achieve a balanced understanding of the aspects to be considered in the formulation of business strategies, as well as in their implementation and control.

- To introduce the interrelationships and integration existing between the aspects studied in this subject and other complementary concepts and subjects, the study of which can be extended in optional or free-choice subjects.

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

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Actuar en el marco de los Derechos Humanos, los principios democráticos, los principios de igualdad entre mujeres y hombres, de solidaridad, de protección medioambiental, de accesibilidad universal y diseño para todos, y de fomento de la cultura de la paz.

Analizar, formular y evaluar políticas empresariales coherentes con los actuales requerimientos de responsabilidad y sostenibilidad de la empresa.

Analizar e identificar los principios de actuación y planes directores de Responsabilidad Social de la Empresa que permiten implantar estrategias orientadas a mejorar la confianza en la empresa, las relaciones con su entorno, su imagen, su legitimidad y su prestigio social.

Facilitar la definición e implantación de sistemas integrados de gestión empresarial basados en normas internacionales.

Formular e implementar estrategias empresariales a través del análisis e interpretación de los ámbitos económicos, sociales y ambientales del entorno.

Ser capaz de buscar, seleccionar y valorar información emanada de los distintos agentes del entorno, a través de métodos tradicionales y de las tecnologías de la información y de la comunicación para utilizarla de forma efectiva ante problemas y situaciones relacionadas con las finanzas corporativas.

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.

Tomar decisiones tanto individuales como colectivas en su labor profesional como responsable financiero de la empresa.

Trabajar en equipo con eficacia y eficiencia tanto en el área financiera como en las otras áreas funcionales de la empresa.

DESCRIPTION OF CONTENTS

1. Topic 1. The Strategic Management (review)

1. The strategy direction. Key concepts and process
2. The mission and the target system
3. Corporate governance
4. Corporate Social Responsibility

2. Topic 2. External Analysis

1. Analysis of the general environment: PESTEL analysis
2. Analysis of the sector and factors of the competitive environment
3. Analysis techniques of the environment

3. Topic 3. Internal Analysis

1. Resources, capabilities and competitive advantage
2. Analysis methods
3. SWOT and CAME analysis
4. Ideation process

4. Topic 4. Competitive Strategy in the Business Unit

1. Framework for the design of the strategies
2. Competitive argument
3. Generic strategies: cost leadership versus differentiation
4. The strategic watch model



5. Topic 5. Corporate Strategies

1. Strategic development direction
2. Types of diversification and strategic implications
3. Development modes: internal, external and mixed
4. Evaluation and selection of strategies
5. New business models

6. Topic 6. Information Systems

1. Implementation decisions
2. Decision making
3. Information system

7. Topic 7. Design of the Organization

1. The design of the organization and the relationship with the strategy
2. Design variables
3. Contingency factors
4. Design of the workplace
5. Types of organizational structures

8. Topic 8. Human Resources Strategy

1. Planning and implementation of HR policies. The human factor as a strategic resource of the company
 - The role of DRH in formulating the strategy
 - The role of DRH in the implementation of the strategy
2. Selection of Human Resources strategies to improve results
3. Development of competencies and orientation of behavior
4. Corporate culture and values

9. Topic 9. Planning and Control System

1. Objective, strategy and planning
2. Control processes
3. Planning and control systems

10. Topic 10. Change and Learning

1. Change management
2. Knowledge of the company
3. The learning organization

**WORKLOAD****PRESENCIAL ACTIVITIES**

Activity	Hours
Tutorials	3,00
Theoretical and practical classes	21,00
Group work	6,00
Total hours	30,00

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

TEACHING METHODOLOGY

Con la finalidad de conseguir los objetivos propuestos se utilizará una combinación de clases teóricas-prácticas. Para el estudio de los contenidos de la asignatura los estudiantes deberán utilizar, además de las explicaciones del profesor, la bibliografía recomendada en el programa analítico. Así, en la bibliografía básica se encuentran referenciados los manuales que permiten estudiar el contenido general de los temas del programa. Al desarrollar cada uno de los temas, el profesor recomendará referencias específicas que permiten profundizar en el estudio de cada uno de los temas.

Los profesores de la asignatura harán uso del AULA VIRTUAL para comunicarse con los alumnos y proporcionar las prácticas y materiales docentes necesarios.

EVALUATION

The assessment and evaluation of the course will be continuous. In this continuous assessment, the delivery of activities and reports at the end of each session, the active participation of the students in the classroom, as well as the attitude towards learning in class will be considered.

First call

- Individual mark 60%, linked to attendance. This will be obtained on the basis of the exercises carried out and/or presented in class. Active participation in the sessions will also be assessed.
- Examination 40%. It will be necessary to pass the exam to pass the course.
- In order to pass the course it will be essential to pass both parts.



In case of not attending class on time, the activity of the session can be recovered. In case of not attending class regularly, it will be necessary to pass the subject in the second session.

Second call

- Students who have failed the course must sit the final exam, where they will be able to recover 100% of the grade.

REFERENCES

- Las indicadas en cada tema