

**COURSE DATA****DATA SUBJECT****Code:** 44472**Name:** Formulation of strategies**Cycle:** Master's Degree**ECTS Credits:** 4.5**Academic year:** 2026-27**STUDY (S)**

| Degree   | Center              | Acad. year | Period        |
|--|---------------------|------------|---------------|
| 2212 - Master's Degree in Business Management. MBA | Facultat d'Economia | 1          | First quarter |

**SUBJECT-MATTER**

| Degree   | Subject-matter | Character  |
|--|----------------|------------|
| 2212 - Master's Degree in Business Management. MBA | Management     | COMPULSORY |

**COORDINATION**

OLMOS PEÑUELA JULIA

**SUMMARY**

The subject Formulation of Strategies is part of the subject area of Management, which aims to provide the student with the knowledge needed to run business organizations and decision-making processes by applying the current approaches to business management and guided by a global, integrative and strategic approach. Through this management system, people in charge try to guide the direction and development of the companies that they run, by seeking the balance between long-term development and survival, and profitability and achievement of objectives in the short term.

In order to apply this management system in professional practice, the student must begin by understanding the process of formulating business strategies, which is the main core of this subject, and then understand the factors and elements that can facilitate or hinder the correct implementation of these strategies, which will be studied in the subject Implementation of Strategies.

Therefore, the general objective of the course is to make students familiar with the fundamentals and tools of strategic management, in the field of formulation of strategies, dealt with sufficient detail as to enable students to apply them in business practice.

**PREVIOUS KNOWLEDGE**



## RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

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

## OTHER REQUIREMENTS

Students who do not hold a degree in business administration or management or whose professional experience does not include these areas must complete some bridging courses in the field of business management in order to achieve the learning outcomes.

Students will be guided to work independently and, if necessary, regulated tutorials with the lecturers can be arranged.

## COMPETENCES / LEARNING OUTCOMES

### 2212 - Master's Degree in Business Management. MBA

Act in the company's decision-making within the framework of human rights, democratic principles, the principles of equality between women and men, solidarity, environmental protection, universal accessibility and design for all, and the promotion of a culture of peace.

Analyse, synthesise and evaluate information, in a rigorous and critical manner, and be able to identify assumptions, assess evidence, detect false logic or reasoning, identify implicit values, and generalise adequately about problems and situations related to the business world.

Analyse and assess the functional areas of the company with the aim of understanding its current and potential strengths and weaknesses as a support for decision making.

Apply creativity, knowledge and rigour to evaluate competitive strategies.

Assess the direction and intensity of the possible impacts of change in the environmental factors on a company's activity and future results.

Audit or define the values of an organisation and determine the mission and vision of an organisation accordingly.

Develop entrepreneurial spirit and skills related to the management of change and innovation, in order to stimulate multifunctionality, diversity and the introduction of novelties in organisations.

Evaluate the economic, technological, legal, fiscal and sociocultural framework in which a company develops its activity.

Formulate the corporate strategy of a given company, as well as the competitive and functional strategies deriving from it.

Give a reasoned definition of the objectives of a company.

Integrate the company into its socio-economic and competitive environment according to threats and opportunities.

Integrate the different functional areas of the company (marketing, finance, human resources, operations)



in a synergistic way.

Know and identify the principles of action and master plans of corporate social responsibility that allow the implementation of strategies aimed at improving confidence in the company, the relations with its environment, its image, its legitimacy and its social prestige.

Make both individual and collective decisions in professional practice as a company manager.

Prepare, write and publicly present business reports and projects in a clear and coherent manner, defend them with rigour and tolerance and respond satisfactorily to criticisms relating to them.

Promote the ability to work in a team and to collaborate and organise the group's activities effectively and efficiently both in the area of general management and in the other functional areas of the company.

Seek, select and assess information from the different actors in the environment, both through traditional methods and information and communication technologies, to use it effectively in the face of problems and situations related to business activity.

Structure the corporate and competitive strategies of the company, integrated within the functional strategies, according to the principles and methods of the main management systems.

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.

## DESCRIPTION OF CONTENTS

### 1. STRATEGIC PROCESS AND STRATEGY

Introduction to the strategic process

Strategic analysis

SWOT and CAME

Strategy: concept and levels



## 2. CORPORATE STRATEGIES

Development directions: specialization versus diversification  
Diversification: types and portfolio matrix  
Development modes: internal, external and hybrid.

## 3. COMPETITIVE STRATEGIES

Competitive arguments  
Generic competitive strategies  
Strategy Clock model

## 4. STRATEGIES BASED ON THE LIFE CYCLE OF THE INDUSTRY

Industry life cycle  
Characteristics and strategic options

## 5. BUSINESS MODELS

Introduction to the business models  
Some business patterns

### WORKLOAD

#### PRESENCIAL ACTIVITIES

| Activity           | Hours        |
|--------------------|--------------|
| Tutorials          | 18,00        |
| Theory             | 27,00        |
| <b>Total hours</b> | <b>45,00</b> |

#### NON PRESENCIAL ACTIVITIES



| <b>Activity</b>                       | <b>Hours</b> |
|---------------------------------------|--------------|
| Attendance at other activities        | 0,00         |
| Individual or group project           | 15,00        |
| Independent study and work            | 22,00        |
| Preparation of lessons                | 8,00         |
| Preparation for assessment activities | 18,50        |
| Resolution of case studies            | 4,00         |
| <b>Total hours</b>                    | <b>67,50</b> |

## TEACHING METHODOLOGY

Most of the sessions will have a theoretical-practical approach.

Sessions will be expository, adjusting to a teaching model in which the participation of the student is encouraged (participative master class) which is completed with the development of activities in order to apply the theoretical knowledge, clarify doubts and deepen those aspects that have not been sufficiently developed in the theoretical part. In this case the methodology will be diverse: discussion of articles or readings, analysis and resolution of practical cases, debates, teamwork, search and analysis of information, the preparation of projects and executive reports and oral presentation. The aim is for the practical sessions to contribute to the development of the attitudes and skills that the subject seeks to promote in order to optimise the preparation of students for professional practice.

Since the course involves a great deal of interaction between students, as well as between students and teachers, it is understood that class attendance is fundamental for the follow-up and improvement of the course. In addition, students should attend class having adequately prepared the readings or other materials provided in advance by the teacher and required for use in the sessions.

## EVALUATION

The subject Formulation of strategies will be assessed from consideration of the following

1. Synthesis exam (final exam): 50% of the final mark.
2. Reassessable continuous assessment: Research work (in common with the subjects of implementation and marketing and logistics) and work or practice (individual or group work; inside or outside the classroom): 40% of the final mark.
3. No reassessable continuous assessment: Oral presentations and active participation in class: 10% of the final mark.

The final marks the students will obtain will be the result of the weighted sum of the different marks obtained in the synthesis exam and the continuous assessment, as long as student obtains 5/10 in the synthesis exam.

The synthesis exam will be taken at the official exam session established for this purpose. If the student does not pass the final exam at the first call, he/she may sit a second call



In the case of not passing the reassessable continuous assessment, the student may pass it in the second call through an additional test.

Those students who, for duly justified reasons, cannot attend a session of the subject or submit a practice, should contact the teacher before the session to establish an alternative work programme.

Plagiarism is severely penalised. Evidence of copying by students of any individual or group work will result in automatic failure of the course. 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.

## REFERENCES

- Guerras, L. A.; Navas, J. E. (2022): La Dirección Estratégica de la empresa. Teoría y aplicaciones. Thomson-Reuters Civitas, 6ª Edición, Madrid. [5ª Edición en Biblioteca UV: Disponible online - Library UV: Available online].
- Grant, R. M. (2014). Dirección estratégica. Madrid: Civitas.
- Johnson, G; Scholes, K; Whittington, R. (2006): Dirección Estratégica. Pearson, 7ª Edición.
- Iborra, M.; Dasí, A.; Dolz, C.; Ferrer, C. (2014): Fundamentos de Dirección de Empresas. Conceptos y habilidades directivas. Paraninfo, Madrid.
- Professors can recommend other references during the course.