



COURSE DATA

DATA SUBJECT

Code: 44473
Name: Implementation of strategies
Cycle: Master's Degree
ECTS Credits: 4.5
Academic year: 2025-26

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

BENAVIDES ESPINOSA MARIA DEL MAR

SUMMARY

The subject Implementation of Strategies belongs to the subject area of Management and provides students with the necessary knowledge on the internal functioning of business organisations and decision-making processes. The current approaches of business management are applied and guided by a global, integrative, and strategic viewpoint. Through this system, managers guide the direction and development of companies, seeking a balance between development, long-term survival, profitability, and the achievement of short-term objectives. To apply this management system in professional practice, considering the process of formulating business strategies as studied in the subject Formulation of Strategies, the student must understand the factors and elements that can facilitate or hinder the proper implementation of such strategies. For this reason, the general objective of the course is to make students aware of the fundamentals and tools of strategic management in the field of strategy implementation, with sufficient depth for application 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

It is recommended that before this subject the students have studied and taken the subject 44472 "Formulation of Strategies".

COMPETENCES / LEARNING OUTCOMES

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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.

Formulate proposals for improving the company's strategy at its different levels as a result of a process of review and control.

Implement and control the company's strategy at its different levels, including the design of the company's organisational structure in accordance with its contingency factors.

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.



DESCRIPTION OF CONTENTS

1. EVALUATION AND SELECTION OF STRATEGIES

1. Convenience
2. Acceptability analysis
3. Feasibility analysis
4. Selection of strategies

2. INFORMATION SYSTEMS IMPLEMENTATION SYSTEMS: PLANNING AND INFORMATION SYSTEMS

1. Implementations decisions making
2. Information systems for decisions making
3. Digital transformation

3. DESIGN OF THE ORGANIZATION

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

4. HUMAN RESOURCES STRATEGY

1. Planning and implementation of Human Resources policies
2. Selection of Human Resources strategies to improve results
3. Development of competencies and behavior orientation

5. PLANNING AND CONTROL SYSTEMS

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

6. CHANGE ANDE LEARNING

1. Change management
2. Strategic leadership
3. The organization that learns

**WORKLOAD****PRESENCIAL ACTIVITIES**

Activity	Hours
Tutorials	18,00
Theory	27,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	12,00
Independent study and work	26,00
Preparation of lessons	3,00
Preparation for assessment activities	22,50
Resolution of case studies	4,00
Total hours	67,50

TEACHING METHODOLOGY

This subject is structured through 7 sessions.

The vast majority of sessions will be theoretical-practical.

On the one hand, the sessions will be expository, adjusting to a school model in which student participation is encouraged (participatory master class). To do this, the student must prepare the contents of each of the sessions in advance, based on the recommended bibliographic references and the materials provided in advance by the teacher.

On the other hand, the sessions will also be practical in order to apply the theoretical knowledge, clarify the doubts and deepen in 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, team work, search and analysis of information, oral presentation. With this, it is intended that the practical sessions contribute to develop the attitudes and skills that the subject seeks to enhance to optimize the preparation of students for professional practice.

EVALUATION**REFERENCES**



- Guerras, L.A y Navas, J.E (2015): La Dirección Estratégica de la empresa. Teoría y aplicaciones. Thomson-Civitas, 5ª Edición, Madrid.
- Johnson, G; Scholes, K; Whittington, R. (2006): Dirección Estratégica. Pearson, 7ª Edición.
- Kaplan, R; Norton, D. (1997): Cuadro de Mando Integral. Gestión 2000, Madrid.
- Hodge, B.J., Anthony, W.P. y Gales, L.M. (2003): Teoría de la organización. Un enfoque estratégico. Editorial Prentice Hall Ibèria.
- Gómez-Mejía, L.; Balkin, D., Cardy, R. (2008): Gestión de Recursos Humanos, Pearson, Madrid.
- Kaplan, R; Norton, D. (2004): Strategy Maps. Harvard Business School Press, Boston.
- Nonaka, I. y Takeuchi, H. (1999). La organización creadora de conocimiento. Ed. Oxford University Press, México.