



## COURSE DATA

### DATA SUBJECT

**Code:** 44864  
**Name:** Business organisation and strategy  
**Cycle:** Master's Degree  
**ECTS Credits:** 12  
**Academic year:** 2025-26

### STUDY (S)

Degree	Center	Acad. year	Period
2237 - Master's Degree in Business Process Planning and Management	Facultat d'Economia	1	First quarter

### SUBJECT-MATTER

Degree	Subject-matter	Character
2237 - Master's Degree in Business Process Planning and Management	Business organisation and strategy	COMPULSORY

### COORDINATION

VILLAR GARCIA CRISTINA

## SUMMARY

The module "Business Organization and Strategy" offers students a global and integrated vision of organizations that allows them to understand their relationship with their environment and the different strategic options to compete. It is intended to introduce students to the fundamental aspects of the Strategic Management process, understood as the appropriate business management model to meet the challenges of the firm in the 21st century in a sustainable way.

The module presents the methodology for the formulation and implementation of strategies at different levels based on their analysis, evaluation, selection, and implementation of business decisions, with special emphasis on internationalization to compete in the global environment. It also tries to develop corporate governance skills (management functions and organization of the company, perception of change in the global environment, definition of goals, decision-making, supervision and control, time management, etc.); and management or interpersonal skills (leadership, teamwork, meeting management, conflict management, negotiation...). These general objectives must be observed: a) firstly, into the achievement of basic theoretical knowledge about the company and its governance (objectives of the cognitive domain or those related to content); b) secondly, in the development of both intellectual and behavioral skills, necessary for the exercise of managerial work, c) lastly, in the assumption of positive attitudes, values, norms and habits that promote professional practice by service of society within the framework of ethics. The model of theoretical and practical training proposed must favor not only the accumulation of



"knowledge", but also introduce the development of skills related to "knowing how to do" and "knowing how to be" which is so necessary in the professional exercise of management task

## 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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Be able to actively search for relevant information about the environment and the company, using different sources and procedures.

Be able to integrate knowledge and handle the complexity of formulating judgments based on information that, while being incomplete or limited, includes reflection on social and ethical responsibilities linked to the application of knowledge and judgments.

Develop a systemic perspective for problem solving and decision making in the business environment. Be able to break the whole down into parts, without losing the global view and taking into account the interrelationships between the parts.

Develop the technical and analytical skills needed for decision making based on complex and incomplete information, which is the central element of the managerial activity.

Have an integrated knowledge of the functional areas of a company and the most relevant aspects of its economic environment.

Know how to communicate conclusions and the knowledge and rationale underpinning these, to specialist and non-specialist audiences, clearly and unambiguously.

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

Lead, integrate and coordinate multidisciplinary work teams in charge of problem analysis and resolution.

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

Show creativity when facing the resolution of complex problems and be able to evaluate the implications that the alternatives designed may have on the different agents involved.

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.

Take a critical and analytical attitude and a future-oriented perspective, based on the anticipation of feasible competitive scenarios.

Understand the global environment in which international companies evolve.

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

## DESCRIPTION OF CONTENTS

### 1. Business management

Fundamentals of company management and its internal organization: mission, vision and values. Objectives and social responsibility. The process of strategic management in the company. Strategic analysis. Strategic options: corporate and competitive strategies and development modalities. Evaluation and selection of strategies. Implementation decisions: organizational design and planning and control systems. Balance scorecard.

### 2. Development of managerial skills

Emotional intelligence as a basis for the development of management skills. Effective management and leadership. Motivation: The management of involvement in new environments of team management. Management of the change process in the organization and creativity. Time management. Meeting management. Conflict management.

### 3. International business management

Globalization. International strategy. International market selection. Entry mode choice in international markets. Organizational structures and strategic approaches. Culture and human resource management in an international context

**WORKLOAD****PRESENCIAL ACTIVITIES**

Activity	Hours
Theory	90,00
Seminar	9,00
<b>Total hours</b>	<b>99,00</b>

**NON PRESENCIAL ACTIVITIES**

Activity	Hours
Attendance at other activities	0,00
Individual or group project	96,00
Independent study and work	0,00
Preparation of lessons	30,00
Preparation for assessment activities	45,00
Resolution of case studies	30,00
<b>Total hours</b>	<b>201,00</b>

**TEACHING METHODOLOGY**

The teaching methodology will consist of face-to-face classes and work to be developed by the students on a group/individual basis. The face-to-face classes will be divided into theoretical classes, in which the basic concepts of each of the points on the agenda will be presented. The practical classes will address the study and discussion of current business cases that allow monitoring the acquisition of theoretical knowledge by students and assimilate concepts of business practice.

**EVALUATION**

The evaluation will be based on exams, practical exercises and other activities performed by students as well as participation and teamwork.

It is necessary to obtain a minimum of 4 points (out of 10) in each of the three parts and a global average of 5 or more points to pass the module. Additionally, to pass each part individually, students must attend at least 50% of its lectures and/or seminars; otherwise, they will need to take a final exam accounting for 100% of their grade (both in the first and second take).

**REFERENCES**

Basic bibliography:



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#### Complementary bibliography:

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