

1. BASIC DATA

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| Module | Strategy and Business Environment Analysis |
| Degree program | Máster Universitario en Dirección de Empresas MBA |
| School | Facultad de Ciencias Económicas, Empresariales y de la Comunicación |
| ECTS | 6 |
| Credit type | Optional |
| Language | English and Spanish |
| Delivery mode | Campus bases & online (only in Spanish) |
| Semester | First semester |
| Academic course | 2024/2025 |
| Module Coordinator | Juan Carlos Higuera |
| Teachers | Juan Carlos Higuera, Álvaro Caraballo, José Luis Pérez Huertas, Isidro Sánchez Crespo, Ricardo López Pérez |

2. PRESENTATION

The objective of this module is to enable the student to know, analyse and put into practice the tools and keys of the major world economic areas and at the same time to know the legal environment of the company and its importance in the business activity in order to be able to interpret it and take it into account in the strategic analysis processes.

Students will also learn and put into practice their knowledge of the economic and technological environment, allowing them to anticipate and carry out medium and long term, strategic planning and evaluation using existing tools.

In the Analysis and Strategy module, students will learn to design the future of an organization and specify how it will be achieved. The strategist analyses the sectorial environment and the generic internal circumstances of the companies that compete in it; diagnoses the specific situation of the company, thinks about the possible ways to compete and ends up determining the objectives to be achieved.

3. LEARNING RESULTS

Knowledges:

- KNO02. Spot economic factors that affect a company's financial performance.
- KNO05. Recognize factors that affect a company's ethical and sustainable practices, including risks related to environmental and social impact, and efforts to minimize them.

Skills:

- SK04. Critically assess environmental, social, and governance risks affecting the company's future.
- SK05. Financially evaluate how macroeconomic factors impact the company's financial performance.

Competencies:

- CP03. Spot, analyze, and assess opportunities and risks for businesses in a global and sectoral context across major geographic areas (Europe, USA, and Latin America).
- CP04. Perform a sector analysis, setting medium and long-term strategies for a specific sector.
- CP07. Understand and use strategic concepts and tools for business structuring and select the best strategic alternative for each market and company.
- CP10. Master the key concepts for sizing new organizational structures and implement plans involving changes and adaptations with resource optimization and knowledge management criteria.

4. CONTENTS

The subject is organized into 6 learning units, which, in turn, are divided into topics (three or four topics depending on the units):

UA 1: Economic environment: economic Variables and models. Macroeconomic analysis. Presentation and calculation of standardized international indices.

UA 2: Legal Environment: International investments and their structures. The legal and fiscal operations of a mercantile company. Their typologies. The control of a society and its legal defense. Practical aspects and indicators of corporate legal quality.

UA 3: Introduction to Strategic Analysis: concept of strategy and its various classifications. History of strategic thinking and main currents. Strategic business units and formal analysis framework. The main tools of analysis and strategic formulation are presented.

UA 4: Analysis of the Sector of activity: presentation of the most applied tools in this field: Analysis of the general environment using PESTL, specific sector environment analysis with Porter's five-force model. SWOT tool for internal and external strategic analysis. Sector life cycle: appropriate competitive stages and strategies at each stage.

UA 5: Internal analysis. Stakeholders: concept, classification and specific characteristics of each group. Definition and application of the concepts of strategic mission and vision. Porter's value chain design. Strategic formulation: Identification of resources and

competitive capacities. Sustainable competitive advantage versus temporary competitive advantage. Competitive strategies alternatives.

UA 6: Strategies of Expansion and internationalization. Main methods of strategic development: organic and inorganic growth. Corporate growth directions: the Ansoff matrix. Other strategic tools: explanation and practical application of the Boston Consulting Group matrix. Specific application strategies for the internationalization of companies.

UA 7: An eminently practical approximation is carried out to all the concepts learned in the previous units.

5. TEACHING-LEARNING METHODOLOGIES

The following are the types of teaching-learning methodologies to be applied:

- Master Class.
- Case method.
- Cooperative learning.
- Problem-based learning.
- Project-based learning.
- Learning in simulation environment

6. TRAINING ACTIVITIES

The types of training activities to be carried out and the student's dedication in hours to each of them are identified below:

Presential Modality:

| Training activity | Number of hours |
|------------------------------|-----------------|
| Master classes | 36 |
| Debates and colloquiums | 12 |
| Troubleshooting | 25 |
| Oral presentations of work | 4 |
| Written reports and essays | 10 |
| Virtual tutoring | 8 |
| Autonomous work | 25 |
| Research and projects | 28 |
| Face-to-face assessment test | 2 |
| TOTAL | 150 |

Online modality (only in Spanish):

| Training activity | Number of hours |
|--|-----------------|
| Synchronous master classes | 20 |
| Reading content topics | 28 |
| Debates and colloquia through virtual seminars | 3 |
| Problem solving | 25 |
| Oral presentations of synchronous works | 2 |
| Preparation of reports and written assignments | 10 |
| Virtual tutoring | 8 |
| Autonomous work | 20 |
| Scientific/case studies and projects | 13 |
| Virtual forums | 9 |
| Group participatory activities (seminars, participation in online forums, etc.) through web conference | 10 |
| Virtual assessment tests | 2 |
| TOTAL | 150 |

7. EVALUATION

The following is a list of the evaluation systems, as well as their weight in the total grade of the course:

Presential Modality:

| Evaluation system | Weight |
|------------------------|--------|
| Oral presentations | 20% |
| Case/problem | 15% |
| Reports and writings | 15% |
| Performance assessment | 10% |
| Assessment test | 40% |

Online modality (only in Spanish):

| Evaluation system | Weight |
|------------------------|--------|
| Oral presentations | 15% |
| Case/problem | 15% |
| Reports and writings | 15% |
| Performance assessment | 5% |
| Assessment test | 50% |

In the Virtual Campus, when you access the course, you will be able to consult in detail the evaluation activities to be performed, as well as the due dates and evaluation procedures for each of them.

7.1. Ordinary call

In order to pass the course in the ordinary exam, you must obtain a grade higher or equal to 5.0 out of 10.0 in the final grade (weighted average) of the course.

In any case, it will be necessary to obtain a grade higher or equal to 4.0 in the classroom knowledge test, so that it can be averaged with the rest of the activities.

For face-to-face students (presential modality), it is compulsory to attend classes as a necessary part of the continuous evaluation process and to comply with the student's right to receive advice, assistance and academic monitoring by the teacher. Failure to attend more than one third of the face-to-face classes may result in the loss of the right to take the presential knowledge test.

7.2. Extraordinary call

In order to pass the course in the ordinary exam, you must obtain a grade higher or equal to 5.0 out of 10.0 in the final grade (weighted average) of the course.

In any case, it will be necessary to obtain a grade higher or equal to 4.0 in the classroom knowledge test, so that it can be averaged with the rest of the activities.

The activities that were not passed in the ordinary exam must be handed in, after having received the corresponding corrections from the teacher, or those that were not handed in.

8. CHRONOGRAM

The chronogram with dates of delivery of evaluable activities of the course is available in each edition and group in the virtual campus.

| Activities | Week |
|-----------------|------|
| Activity 1 | 6 |
| Activity 2 | 10 |
| Activity 3 | 12 |
| Activity 4 | 16 |
| Assessment test | 18 |

This schedule may be subject to modifications due to logistical reasons. Any modification will be notified to the student in due time and form.

9. BIBLIOGRAPHY

The following is a bibliography related to the topics to be covered in the units:

General:

- Grant, R. M. (2024). Contemporary strategy analysis. John Wiley & Sons.
- Grant, R. M. (2014). Dirección estratégica. Thomson-Civitas.
- Navas López, J. E., & Guerras Martín, L. Á. (2016). Fundamentos de dirección estratégica de la empresa. Civitas.

Units 1-5

- Kim, W.C. y Mauborgnee, R. (2017). Las claves de la estrategia del océano azul. Editorial Bresca. ISBN: 9788416904495
- Osterwalder, A. (2017). Business Model Canvas [Electronic resource] <http://alexosterwalder.com>
- Masaki, F. (2016). Economía para Dummies. Editorial CEAC. ISBN: 9788432903106
- Guerras, L.A. y Navas, J.E. (2015). La dirección estratégica de la empresa. Teoría y aplicaciones. 5ª Edición. CIVITAS Ediciones. ISBN: 978-84-470-5334-6

Unit 6

- Madrid Emprende (2018). Guía para la creación de empresas. [Electronic resource] <https://www.madridemprende.es/es/apoyo-integral-al-emprendimiento/asesoramiento-paraemprender/informacion-util-para-emprender/creacion-de-empresas->

Complementary:

- Higuera, J.C. (2022). Se busca contribuyente, vivo o muerto. Diario El Economista (24/09/2022). [Electronic resource] <https://www.eleconomista.es/opinion/noticias/11958314/09/22/Se-busca-contribuyente-vivo-omuerto.html>
- Higuera, J.C. (2022). El metaverso: la hoja de ruta hacia el Big Bang empresarial. Harvard Deusto Business Review (nº 322, MONOGRÁFICO, TECNOLOGÍAS REVOLUCIONARIAS APLICADAS A LOS NEGOCIOS). ISSN: 0210-900X
- Higuera, J.C. (2021). CoronaDeuda Pública en la era COVID-19. Hacia el gran reseteo. Ed. EAE Madrid. ISBN: 978-84-17476-89-2
- Higuera, J.C. (2021). El mercado inmobiliario post COVID19 ¿Inversión rentable o burbuja? Ed. EAE Madrid. ISBN: 978-84-19081-02-5
- Higuera, J.C. (2021). Cuando la máquina supera al hombre. Higuera Redecillas, J.C. (2021). Harvard Deusto Business Review (nº 316, MONOGRÁFICO INTELIGENCIA ARTIFICIAL Y EMPRESA). ISSN: 0210900X

- Higuera, J.C. (2021). Token-revolution. Harvard Deusto Management & Innovation (nº 38). ISSN: 2604-1014
- Higuera, J.C. (2020). Blockchain, la tecnología disruptiva de la próxima década. Harvard Deusto Management & Innovation (nº 21). ISSN: 2604-1014
- Higuera, J.C. (2020). Estrategia con propósito: hacia nuevos modelos de negocio sostenibles. Harvard Deusto Business Review (nº 300, MONOGRÁFICO). ISSN: 0210-900X
- Fehrer, J. A. et al. (2018). Future scenarios of the collaborative economy: centrally orchestrated, social bubbles or decentralized autonomous?. Journal of Service Management.
- Higuera, J.C. (2018). Las claves para que España siga ganando competitividad más allá de la contención salarial. Diario El Economista (10/04/2018). [Electronic resource] <http://www.eleconomista.es/economia/noticias/9060962/04/18/Las-claves-para-que-Espana-sigaganando-competitividad-mas-alla-de-la-contencion-salarial.html>
- Higuera, J.C. (2019). Hacia una nueva revolución del retailing. Harvard Deusto Marketing y Ventas (nº 157) . ISSN: 1133-7672
- Higuera, J.C. (2014). Elaboración de un informe básico de análisis estratégico. BLOG DE ESTRATEGIA, ENTORNO Y POLÍTICA. [Electronic resource] <http://estrategiayentorno.blogspot.com/2013/12/elaboracion-de-un-informe-basico-de.html>
- Higuera, J.C. (2018). La situación de la gran distribución en el mercado de consumo de España. Análisis macroeconómico, principales players y retos de futuro. Strategic Research Center (EAE Business School). Grupo Planeta. ISBN 978-84-17476-03-8
- Johnson, G. y Scholes, K. (2001) Dirección Estratégica, Prentice Hall, Madrid, ESPAÑA.
- Kaplan, RS y Norton, DP (1996) The Balanced Scorecard: Translating Strategy into Action, Harvard Business School Press, Boston, MA, USA.
- Larrinaga, O. V. (2008). La internacionalización de la empresa: el modelo de las diez estrategias. Revista internacional administración y finanzas, 1(1).
- Omaha, K. (2004). La mente del estratega. Ed. Mc Graw-Hill. ISBN: 9788448142315
- Porter, ME (1996) "What is Strategy", Harvard Business Review, Nov/Dec.
- Porter, ME (1980) Competitive Strategy, Free Press, New York, USA.
- Porter, ME (1985) Competitive Advantage, Free Press, New York, USA.

10. EDUCATIONAL GUIDANCE, DIVERSITY AND INCLUSION UNIT

From the Educational Guidance, Diversity and Inclusion Unit (ODI) we offer support to our students throughout their university life to help them achieve their academic achievements. Other pillars of our action are the inclusion of students with specific educational support needs, universal accessibility in the different campuses of the university and equal opportunities.

This unit offers students

1. Accompaniment and monitoring by means of counselling and personalised plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made, that is, in terms of methodology and assessment, for those students with specific educational support needs, thereby pursuing equal opportunities for all students.
3. We offer students different extracurricular training resources to develop different competences that will enrich their personal and professional development.
4. Vocational guidance through the provision of tools and counselling for students with vocational doubts or who believe they have made a mistake in their choice of degree.

Students who need educational support can write to us at: Students with specific educational support needs:

orientacioneducativa@universidadeuropea.es

11. SATISFACTION SURVEYS

Your opinion matters!

Universidad Europea encourages you to participate in satisfaction surveys to detect strengths and areas for improvement about the faculty, the degree program and the teaching-learning process.

Surveys will be available in the survey area of your virtual campus or through your e-mail.

Your assessment is necessary to improve the quality of the degree.

Thank you very much for your participation.