1. OVERVIEW

Subject Area	Business Growth Strategies
Degree	Bachelor's Degree in International Management of Tourism and Leisure Companies
School/Faculty	Social Sciences
Year	3
ECTS	6
Type	Optional
Language(s)	Spanish
Delivery Mode	On-campus
Semester	Second semester

2. INTRODUCTION

This course is a practical continuation of the Strategic Management subject area, and its main objective is to provide students with the theoretical and practical tools to manage a company in a context of expansion and growth. The learning of the different types of strategies and the evaluation, selection and implementation of these strategies is therefore explored in depth.

The basic content of the subject area includes the following: competitive advantages; strategies according to the industry life cycle; definition and measurement of growth and development; tools to generate value and new business models; business internationalisation, expansion and diversification; mergers and acquisitions; alliances, implementing and overseeing strategy, etc.

Students will acquire broad theoretical knowledge of the different topics, which will be complemented with real business examples and different activities with a practical focus.

3. SKILLS AND LEARNING OUTCOMES

Basic skills (CB, by their acronym in Spanish):

- CB1: Students have shown their knowledge and understanding of a study area that builds on general secondary school education, and are usually at the level where, with the support of more advanced textbooks, they may also demonstrate awareness of the latest developments in their field of study.
- CB2: Students can apply their knowledge to their work or vocation in a professional manner and possess the skills which are usually evident through the forming and defending of opinions and resolving problems within their study area.
- CB3: Students have the ability to gather and interpret relevant data (usually within their study area) to form opinions which include reflecting on relevant social, scientific or ethical matters.

- CB4: Students can communicate information, ideas, problems and solutions to both expert and non-expert audiences.
- CB5: Students have developed the learning skills necessary to undertake further study in a much more independent manner.

Cross-curricular skills (CT, by their acronym in Spanish)

- CT13 - Problem solving: Ability to resolve an unclear or complex issue or situation which has no established solution and requires skill to reach a conclusion.
- CT17 - Teamwork: Ability to integrate one's self and collaborate actively with other people, departments and/or organisations in order to reach common goals.
- CT03 - Ability to adapt to new circumstances: being able to evaluate and understand different points of view, taking different approaches to suit the situation.
- CT07 - Awareness of ethical values: Ability to think and act in line with universal principles based on the value of a person, contributing to their development and involving commitment to certain social values.
- CT09 - Interpersonal relationship skills: Ability to hold positive relationships with other people through assertive verbal and non-verbal communication. This means being able to express or communicate what you want, think or feel without discomforting, offending or harming the feelings of other people.

Specific skills (CE, by their acronym in Spanish):

- CE2 - Ability to understand and know the functional areas of the company, and to apply the different tools available in each of them (Finance, Accounting, HR, Marketing and Production), as well as to know the main relationships existing between them, both nationally and internationally.
- CE8 - Ability to master English at a professional level and have advanced knowledge of a second and third language.

Learning outcomes (RA, by their acronym in Spanish):

- RA1: To design a comprehensive strategic management process.

The following table shows how the skills developed in the subject area match up with the intended learning outcomes:

Skills	Learning outcomes
CB1, CB2, CB3, CB4, CB5, CT13, CT17, CT3, CT7, CT9, CE2, CE8	RA1: To design a comprehensive strategic management process

4. CONTENTS

The content of the subject area are listed below:

- Strategies and competitive advantages
- Strategic development directions
- Management of diversified companies
- Development methods: internal and external growth

- Internationalisation strategy
- Types of strategies
- Evaluation, selection and implementation of strategies

5. TEACHING/LEARNING METHODS

The types of teaching/learning methods are as follows:

- Lectures
- Collaborative learning
- Case studies

6. LEARNING ACTIVITIES

The types of learning activities, plus the amount of time spent on each activity, are as follows:

On-campus:

Learning activity	Number of hours
Attendance and active participation in class	62.5
Guided work (tutorials, monitoring of learning)	25
Independent working	37.5
Group work	25
TOTAL	**150**

7. ASSESSMENT

The assessment systems, plus their weighting in the final grade for the subject area, are as follows:

On-campus:

Assessment system	Weighting
Assignments and reports	20%
Presentations	10%
Practical exercises	30%
Knowledge tests	40%

On the Virtual Campus, when you open the subject area, you can see all the details of your assessment tasks, including deadlines and assessment procedures.

8. BIBLIOGRAPHY

The works of reference for following up this subject area are:

• Guerras, L. A. & Navas, L. A. (2015). *La dirección estratégica de la empresa:* Teoría y aplicaciones. Madrid: Thomson Civitas.

The recommended bibliography is indicated below:

• Bueno, E, Salmador, M.P., Merino, C. & Martín, J.I. (2006). *Dirección estratégica. Desarrollo de la estrategia y análisis de casos.* Madrid: Ed. Pirámide.

• Hill, C, W. L & Jones, G, R. (2014). *Administración Estratégica. Un Enfoque Integral: teoría y casos.* Cengage Learning Editores.

• Johnson, G. (2008). *Fundamentals of strategy.* Madrid: Pearson Educación

• Stacey, R. (2007). *Strategic management and organizational dynamics. The Challenge of Complexity.* Madrid: Pearson Educación.