

1. BASIC INFORMATION

Subject	Strategy Direction II
Degree program	Business Management
Faculty	Social Sciences and Communication
Course	3rd
ECTS	6
Credit type	Mandatory
Language(s)	Spanish / English
Delivery mode	Face to face / Online
Semester	First
Academic year	2024-25
Coordinating professor	Federico Soto
Teaching professor	Federico Soto

2. PRESENTATION

Strategic Management II is a basic subject within the Degree in Business Administration and Management, with a value of 6 ECTS credits. The subject addresses in detail the second part of the strategic management process, focusing specifically on the formulation phase of the strategies and the subsequent implementation and control of them. The course aims to provide a solid understanding of the design of advanced strategies, both at the business level and at the corporate level, delving into the main directions and methods to carry them out; always taking into account the previous knowledge acquired by the strategic analysis carried out in the subject of Strategic Management I. In this respect, the most relevant aspects are also analyzed when implementing the strategies in the organization. In this way, the student will be able to understand the strategic process from a global and integrated perspective, as well as its relevance to the organization, immersed in increasingly complex and dynamic environments.

3. LEARNING OUTCOMES

Knowledge

KN01.

- Define the fundamental concepts about the company, the entrepreneur, and its environment, as well as the main functional areas and problems of the company as an organization in a market economy.
- Understand advanced concepts about the company's Strategic Management process.
- Understand the organization's internal control systems, along with the adaptive strategy process.

KN02.

- Identify the key and relevant information, data and trends, the means and the material and human resources necessary for business management and the implementation of entrepreneurial initiatives in order to offer solutions in the field of business decision-making.
- Identify the tools that allow the formulation of corporate and competitive strategies.
- Identify strategy selection methodologies and their successful implementation.

Skills

SK02.

- Solve problems and practical cases using mathematical and data analysis techniques and tools to solve economic problems and use basic calculation, algebra and programming methods that allow a better understanding of the operational functioning of the company and its environment.

SK05.

- Analyze information to build and implement a Strategic Plan: External and internal strategic analysis; formulation, choice and implementation of corporate and competitive strategies and strategic control.
- Analyze cases and cooperative activities that demonstrate that the student has acquired the concepts described in the previous section.

Competences

CP04.

- Analyze, integrate and evaluate information from the legal, socio-cultural and economic environment, necessary for decision making.

4. CONTENT

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

Unit 1 Competitive Strategies

Topic 1. The strategic process.

Topic 2. Advantage and competitive strategy.

Topic 3. Generic competitive strategies.

Topic 4. Hybrid strategies and business models.

Unit 2 The expansion strategy

Topic 1. Corporate strategies.

Topic 2. The expansion of activities.

Topic 3. Product development and innovation.

Topic 4. The internationalization of the company.

Unit 3 The diversification strategy

Topic 1. Diversification of activities.

Topic 2. Vertical integration.

Topic 3. The problem of the diversified company.

Topic 4. Entrepreneurship as a business strategy.

Unit 4 Strategic Development Methods

Topic 1. Internal development and external development.

Topic 2. Business cooperation.

Topic 3. Types of cooperation agreements.

Topic 4. Franchises

Unit 5 Evaluation, implementation and strategic control

Topic 1. The evaluation of strategies.

Topic 2. The implementation of the strategy and its control

Topic 3. Change management for the implementation of the strategy

Unit 6 Description of teamwork

Topic 1. Development of a scientific investigation on strategic direction.

5. TEACHING-LEARNING METHODOLOGIES

The types of teaching-learning methodologies used are indicated below:

Face-to-face format

- Case Method
- Cooperative learning
- Master classes

Online format

- Case Method
- Cooperative learning
- Master classes through virtual seminar
- Field experiences (through video viewing, virtual access to records)

6. LEARNING ACTIVITIES

Listed below are the types of learning activities and the number of hours the student will spend on each one:

Campus-based mode:

Learning activity	Number of hours
Master Class	40h
Autonomous work	30h

Oral presentations	15h
Case analysis and problem solving	10h
Visits/Outdoor activities	20h
Knowledge test	5h
One to one session	15h
Reports and writings	10h
TOTAL	150

Online mode:

Learning activity	Number of hours
Virtual seminar	5h
Reading topics and consultation of complementary resources	22,5h
Individual application activities: problems, cases, projects	35h
Collaborative activities	12,5h
One to one session	17,5h
Self-assessment questionnaires and knowledge tests	7,5h
Autonomous study	50h
TOTAL	150h

7. ASSESSMENT

Listed below are the assessment systems used and the weight each one carries towards the final course grade:

Campus-based mode:

Assessment system	Weight
Final exam	50%
Case analysis and problem solving	25%
Written reports	20%
Oral presentations	5%

Online mode:

Assessment system	Weight
Final exam	50%
Case analysis and problem solving	25%
Written reports	20%
Oral presentations	5%

When you access the course on the *Campus Virtual*, you'll find a description of the assessment activities you have to complete, as well as the delivery deadline and assessment procedure for each one.

7.1. First exam period

To pass the course, you need a grade of at least 5 in the final exam, as well as a grade of at least 5 in continuous assessment, calculated as the weighted average of individual activities and group work.

7.2. Second exam period

To pass the course, you need a grade of at least 5 in the final exam, as well as a grade of at least 5 in continuous assessment, calculated as the weighted average of individual activities and group work.

The student must deliver the activities not successfully completed in the first exam period after having received the corresponding corrections from the professor, or those that were not delivered in the first place.

8. SCHEDULE

This table shows the delivery deadline for each assessable activity in the course:

Assessable activities	Deadline
Activity Unit 1	October 2024
Activity Unit 2	November 2024
Activity Unit 3	November/December 2024
Activity Unit 4	December 2025
Activity Unit 5	December/January 2025
Teamwork	January 2025
Final exam	January 2025

This schedule may be subject to changes for logistical reasons relating to the activities. The student will be notified of any change as and when appropriate through the virtual campus.

9. BIBLIOGRAPHY

The main reference work for this subject is:

- BARNEY, J.B., Hesterly, W.S. (2019). Strategic Management and Competitive Advantage: Concepts and Cases, Global Edition. 6th Edition. Pearson.
- CHIAVENATO, I. (2017). Planeación Estratégica, 3^a Edición. McGraw Hill
- GUERRAS, (actualizar con versión inglesa)
- WHITTINGTON, R. et al (2020). Exploring Strategy, Text and Cases, 12th Edition. Pearson

The recommended Bibliography is:

- DESS, G.; MCNAMARA, G. Y EISNER, A. (2016). Strategic Management: Text and Cases. 8 Edición, Mc Graw-Hill, Nueva York.
- DESS, G.; SEUNG-HYUN, L.; EISNER, A. y MCNAMARA, G. (2018). Strategic Management: Creating Competitive Advantages. 9^a edición. Mc Graw-Hill, Nueva York.
- HILL, C.; SCHILLING, M. Y JONES, G. (2016). Strategic management: theory: an integrated approach. Cengage Learning.
- KOONTZ, H. y WEIHRICH, H. (2015). Essentials of Management: An International, Innovation, and Leadership Perspective. Mc Graw-Hill Education, Nueva Delhi.
- ROBBINS, P. y COULTER, M. (2017): Management, 14th edition, Pearson education, USA.

10. EDUCATIONAL GUIDANCE AND DIVERSITY UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them reach their academic achievements. Other main actions are the students inclusions with specific educational needs, universal accessibility on the different campuses of the university and equal opportunities.

From this unit we offer to our students:

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

Students in need of educational support can write to us at:

orientacioneducativa@universidadeuropea.es

11. ONLINE SURVEYS

Your opinion matters!

The Universidad Europea encourages you to participate in several surveys which help identify the strengths and areas we need to improve regarding professors, degree programs and the teaching-learning process.

The surveys will be made available in the “surveys” section in virtual campus or via e-mail.

Your assessment is necessary for us to improve.

Thank you very much for your participation.