

1. BASIC INFORMATION

Course	Strategic Management II
Degree program	Global bachelor's degree in business management and entrepreneurship
School	Social Science
Year	Third
ECTS	6 ECTS
Credit type	Compulsory
Language(s)	English
Delivery mode	In class
Semester	Second Semester
Academic year	2024/25
Coordinating professor	Ismael Abel Vallés - PhD
Teacher	Ismael Abel Vallés - PhD

2. PRESENTATION

The subject deals with the second part in detail of the strategic management process, focusing specifically on the formulation phase of strategies and their subsequent implementation and control. The course aims provide a solid understanding of advanced strategy design, both at the business and corporate level, delving into the main directions and methods for be able to carry them out. For its part, the most relevant aspects are also analyzed at the time to implement 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 for the organization, immersed in increasingly complex and dynamic environments.

3. LEARNING OUTCOMES

• LEARNING OUTCOMES OF THE TITLE

Skills

- Ability to collect and interpret information to build and implement a Strategic Plan: External and internal strategic analysis; formulation, selection and implementation of corporate and competitive strategies and strategic control
- Ability to analyse, integrate and evaluate information from the economic environment, necessary for decision-making.
- Create new ideas and concepts from known ideas and concepts, reaching conclusions or solving problems, challenges and situations in an original way.
- Use information and communication technologies for data search and analysis, research, communication and learning.

- Influence others to guide and direct them towards specific objectives and goals, taking into account their points of view, especially in situations arising from volatile, uncertain, complex and ambiguous (VUCA) environments in today's world.
- Integrate analysis with critical thinking in a process of evaluating different ideas or possibilities and their potential for error, based on evidence and objective data that lead to effective and valid decision-making.

• **LEARNING OUTCOMES OF THE SUBJECT**

- Understanding of advanced concepts regarding the Strategic Management process of the company.
- Knowledge of the tools that allow the formulation of corporate and competitive strategies.
- Mastery of the methodologies for strategy selection and their successful implementation.
- Understanding of the internal control systems of the organization, together with the adaptive process of the strategy.
- Development of cases and cooperative activities that allow the student to demonstrate that he has acquired the concepts described in the previous section.

4. CONTENT

Unit 1 Strategy formulation

Unit 2 Selection of strategies

Unit 3 Implementation of the strategy

Unit 4 Control and adaptation

Unit 5 Strategic development

Unit 6 Location strategies

5. TEACHING-LEARNING METHODOLOGIES

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

- Case method
- Cooperative learning
- Lectures/Master Class

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 lessons	40
Autonomous work	30
Oral presentations	10
Case Analysis and Problem Solving	10
Writing Reports	10

Group participatory activities	25
Visits / external stays	5
Knowledge tests	5
Tutoring	15
TOTAL	150 h

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
Knowledge Tests	50%
Class activities	20%
Final Project	30%

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 in the first exam period, you must obtain a final course grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 5.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

7.2. Second exam period

To pass the course in the second exam period, you must obtain a final grade of at least 5 out of 10 (weighted average).

In any case, you will need to obtain a grade of at 5.0 in the final exam in order for it to count towards the final grade along with all the grades corresponding to the other activities.

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
Team Building	Week 1-2
Strategy definition, revision of business cases.	Week 3
Implementation of the Strategy – business cases.	Week 5-7
Challenge Based Learning Project.	Week 8-13
Knowledge Test	End of the course

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.

9. BIBLIOGRAPHY

The main reference work for this subject is:

- Guerras, L. y Navas, J. La Dirección Estratégica de la Empresa. Teoría y aplicaciones (2022)

English:

BOOKS

- Bcerrea, M. (2009). Theory of the firm for strategic management: economic value analysis. Cambridge University Press.
- Bono E. "6 Thinking Hats". Penguin Books, 1990
- Buzan T. "Mind Maps for Business", Pearson, 2013
- Chan Kim, Renée Mauborgne. "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant", 2015
- Ghemawat P. "World 3.0. Global prosperity and how to achieve it", Harvard Business School Publishing, 2011
- Johnson, G., Scholes, K., & Whittington, R. (2009). Fundamentals of strategy. Pearson Education.
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- ROBERT, M. G. (2012). Contemporary Strategy Analysis, Text and Cases. JOHN WILEY & Sons.

ARTICLES

- Kaplan R.S. and Norton D.P. "Having Trouble with Your Strategy? Then Map It", Harvard Business Review, September-October 2000
- Phaal R. "Roadmapping for strategy and innovation. Robert Phaal". Center for Technology Management. Institute for Manufacturing, University of Cambridge. 2004.
- Vilà, J. "Managing Innovation via Strategic Initiatives". IESE, 2004

The recommended Bibliography is:

BOOKS

- Birkinshaw J. (2000) Multinational Corporate Strategy and Organization: An Internal Market Perspective. In: Hood N., Young S. (eds) The Globalization of Multinational Enterprise Activity and Economic Development. Palgrave Macmillan, London.
- Guerras-Martín L.A., Navas-López, J.E. "Fundamentals of Strategic Management", Civitas, 2018
- Kotler, P., Keller, K. L., Ancarani, F., & Costabile, M. (2014). Marketing management 14/e. Pearson.
- Krueger, A. O. (2020). International Trade: What Everyone Needs to Know®. Oxford University Press, USA.
- Parboteeah, K. P., & Cullen, J. B. (2009). International business: strategy and the multinational company. Routledge.
- Vahlne, J. E., & Johanson, J. (2013). The Uppsala model on evolution of the multinational business enterprise—from internalization to coordination of networks. International marketing review.

Español:

- Martín, L. Á. G., López, J. E. N., & Sáez, P. L. (2015). La dirección estratégica de la empresa: teoría y aplicaciones. Aranzadi.
- Calderón García, H., Cervera Taulet, A., Tubillejas Andrés, B., & Fayos Gardó, T. (2007). Selección del modo de entrada en un mercado internacional: valoración de las capacidades empresariales, la estrategia empresarial y las percepciones de los problemas de la internacionalización. Información Comercial Española. Revista de Economía., 2007, num. 839, p. 143-162.
- Olivares Mesa, A. (2018). Manual de Internacionalización. Técnicas, herramientas y estrategias necesarias para afrontar con éxito el proceso de internacionalización. Arteaga Ortiz, J.(Ed). Madrid: ICEX España Exportación e Inversiones. ISBN: 978-84-7811-866-3. Emprendimiento y negocios internacionales.
- Espugles Mota, C (Ed.); Varona Vilar, S; Hernández Marti, J. (2017). Contratación internacional. 11ª ed. Tirant Lo Blanch. Valencia

10. EDUCATIONAL GUIDANCE, DIVERSITY AND INCLUSION UNIT

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

From this Unit we offer students:

1. Support and follow-up through personalized advice and 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, at the level of methodology and evaluation, in those students with specific educational support needs, thereby pursuing equal opportunities for all students.
3. We offer students different extracurricular training resources to develop various skills that will enrich their personal and professional development.
4. Vocational guidance by providing tools and advice to students with vocational doubts or who believe they have made a mistake in choosing a degree.

Students who need educational support can write to us at:

orientacioneducativa.uev@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.