

STRATEGIC BUSINESS MANAGEMENT I

22024 - STRATEGIC BUSINESS MANAGEMENT I (2024-25)

General

Code: 22024

Lecturer responsible:

MANRESA MARHUENDA, ENCARNACION

Credits ECTS:	6,00
Theoretical credits:	1,20
Practical credits:	1,20
Distance-base hours:	3,60

Departments involved

- **Dept:** COMPANY ORGANISATION

Area: COMPANY ORGANISATION

Theoretical credits: 1,2

Practical credits: 1,2

This Dept. is responsible for the course.

This Dept. is responsible for the final mark record.

Study programmes where this course is taught

- [DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION AND MANAGEMENT](#)
Course type: COMPULSORY (Year: 4)
- [DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT](#)
Course type: COMPULSORY (Year: 3)
- [DOUBLE DEGREE IN LAW + ADE \(DADE\)](#)
Course type: COMPULSORY (Year: 4)
- [DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION](#)
Course type: COMPULSORY (Year: 4)

Competencies and objectives

Course context for academic year 2024-25

The main target of Business Management degree is to train professionals capable of carrying out management, advisory and evaluation tasks in productive organizations. These activities can be carried out in the global scope of the organization or in any of its functional areas: production, human resources, financing, marketing, administration or accounting.

Regarding this subject, through it the study of the process of Strategic Management of the company begins, which will continue being taught in the second semester subject (Strategic Management of the Company II). The aim of these subjects is to offer an overview of the company from the perspective of its senior management. The subject "Strategic Management of the Company I" studies the fundamentals of this matter, focusing on the first stages of this process. Concretely, strategic analysis is addressed as well as the formulation of strategies at the business level.

Concerning the coordination of this subject within the academic structure of the degree, the subject of Strategic Management of the company it delves into concepts exposed in the subjects of Fundamentals of Business Economics, Operations Management and Organization Design. In addition, this subject will develop topics that students will need to have a good command of in order to take greater advantage of the subjects of Business Creation, Human Resources Management, International Business Strategy and Management, and Quality and Environmental Management.

Course content (verified by ANECA in official undergraduate and Master's degrees) for academic year {0}

General Competences (CG)

- **CG1** : Capacitat per a la recerca i anàlisi d'informació.
- **CG2** : Capacitat de treballar en equip.
- **CG3** : Capacitat d'aprenentatge autònom.
- **CG4** : Aplicar a l'anàlisi dels problemes criteris professionals basats en la utilització d'instruments tècnics.
- **CG5** : Capacitat per a la presa de decisions aplicant els coneixements a la pràctica.
- **CG6** : Derivar de les dades informació rellevant impossible de reconèixer per no professionals.
- **CG7** : Compromís ètic i responsabilitat social en el treball, respectant el medi ambient, coneixent i comprenent la importància del respecte als drets fonamentals, a la igualtat d'oportunitats entre homes i dones, a l'accessibilitat universal per a les persones amb discapacitat i al respecte als valors propis d'una cultura de pau i valors democràtics.
- **CG8** : Analitzar els problemes amb raonament crític, sense prejudicis, amb precisió i rigor.
- **CG9** : Capacitat de síntesi.

General Competences acquired at University of Alicante (CGUA)

- **CGUA3** : Capacitat de comunicació oral i escrita.

Specific Competences (CE)

- **CE1** : Gestionar i administrar una empresa o organització petita, mitjana o gran, entenent la seua localització competitiva i institucional i identificant les seues fortaleeses i debilitats.
- **CE11** : Conèixer les eines d'anàlisi estratègica més habituals en l'anàlisi de l'empresa i el seu entorn.
- **CE15** : Preparar la presa de decisions en empreses i organitzacions, especialment en els nivells operatiu i tàctic.

Exclusive skill taught in this course

No data

Learning outcomes (Training objectives)

No data

Specific objectives stated by the academic staff for academic year 2024-25

- Learning outcomes (training objectives):

Understand the environment factors and internal resources that influence the competitiveness of the company. Be able to perform a SWOT analysis. Know the different levels of strategic decision of a company. Be able to define the mission and establish strategic objectives in the company. Identify the competitive strategies that a company can carry out.

- Specific objectives specified by the Faculty for 2021-22:

Be able to have a global approach to the company.

Content for academic year 2024-25

UNIT 1.- THE NATURE OF THE STRATEGIC MANAGEMENT

- 1.1. Strategic decisions
- 1.2. The process of strategic management and its responsibility
- 1.3. Strategic management as a field of study
- 1.4. Towards an integrative vision of strategic management
- 1.5. Readings and practical cases

UNIT 2.- THE FUTURE DIRECTION OF THE COMPANY

- 2.1. The future direction of the company
- 2.2. Strategic objectives
- 2.3. Company performance: value creation
- 2.4. Readings and practical cases

UNIT 3.- STAKEHOLDERS, CORPORATE GOVERNANCE AND VALUES

- 3.1. Corporate stakeholder
- 3.2. Corporate governance
- 3.3. Sustainability and social responsibility
- 3.4. Business ethics
- 3.5. Readings and case studies

UNIT 4.- ANALYSIS OF THE GENERAL ENVIRONMENT

- 4.1. Environment analysis
- 4.2. The environment's strategic profile
- 4.3. Environment and territory
- 4.4. Future environment analysis: the scenario method
- 4.5. Readings and practical cases

UNIT 5.- ANALYSIS OF THE COMPETITIVE ENVIRONMENT

- 5.1. Defining the competitive environment
- 5.2. Analysis of the industry's structure: The five-forces model
- 5.3. Limitations and extensions of the five-forces model
- 5.4. Industry segmentation: Strategic groups
- 5.5. Competitor analysis
- 5.6. Readings and practical cases

UNIT 6.- INTERNAL ANALYSIS

- 6.1. A firm's internal diagnosis
- 6.2. The value chain
- 6.3. Analysis of resources and capacities
- 6.4. SWOT analysis
- 6.5. Readings and practical cases

UNIT 7.- COMPETITIVE STRATEGIES

- 7.1. Competitive advantage and strategy
- 7.2. Cost leadership advantage
- 7.3. Differentiation advantage
- 7.4. Other models to define the competitive strategy
- 7.5. Readings and practical cases

UNIT 8.- STRATEGIES BASED ON AN INDUSTRY'S LIFE-CYCLE

- 8.1. Industry's life cycle
- 8.2. Strategies for emerging industries
- 8.3. Strategies for growth industries
- 8.4. Strategies for mature industries
- 8.5. Strategies for declining industries
- 8.6. Competition in technology-based industries
- 8.7. Readings and practical cases

Related links

No data

Administración estratégica : competitividad y conceptos de globalización

Author(s): Hitt, Michael A.

Issue: México : Thomson, 1999;

ISBN: 968-7529-77-6

Category: Complementario

Administración estratégica : un enfoque integrado

Author(s): Hill, Charles W.L. ; Jones, Gareth R.

Issue: México D.F. : McGraw Hill, 2005;

ISBN: 970-10-4831-8

Category: Complementario

Administración estratégica: teoría y casos

Author(s): Thompson, Arthur A. ; Sánchez Soto, Gil Armando

Issue: México [etc.] : McGraw-Hill, 2020;

ISBN: 978-14-5627-779-6

Category: Complementario

Dirección estratégica

Author(s): Johnson, Gerry ; Scholes, Kevan ; Whittington, Richard

Issue: Madrid : Prentice-Hall, 2006;

ISBN: 978-84-205-4618-6

Category: Complementario

Dirección estratégica : conceptos, técnicas y aplicaciones

Author(s): Grant, Robert M.

Issue: Cizur Menor : Thomson Civitas, 2014;

ISBN: 978-84-470-4651-5

Category: Complementario

Dirección estratégica : creando ventajas competitivas

Author(s): Dess, Gregory; Lumpkin, G. T.

Issue: Madrid : Mc Graw-Hill, 2003;

ISBN: 978-84-481-3916-2

Category: Complementario

Estrategia competitiva : técnicas para el análisis de los sectores industriales y de la competencia

Author(s): Porter, Michael E.

Issue: México D.F. : Grupo Editorial Patria, 2015;

ISBN: 607-744-288-7

Category: Complementario

Estrategia competitiva : técnicas para el análisis de los sectores industriales y de la competencia

Author(s): Porter, Michael E.

Issue: México D.F. : Grupo Editorial Patria, 2015;

ISBN: 607-744-288-7

Category: Complementario

La dirección estratégica de la empresa : teoría y aplicaciones

Author(s): Guerras Martín, Luis Angel ; Navas López, José Emilio

Issue: Cizur Menor : Civitas Thomson Reuters, 2016;

ISBN: 978-84-470-5300-1

Category: Básico

Ventaja competitiva : creacion y sostenimiento de un desempeño superior

Author(s): Porter, Michael E.

Issue: México D.F. : Grupo Editorial PatriaCecsa, 2007;

ISBN: 978-970-24-0203-9

Category: Complementario

Assessment

Assessment procedures and criteria 2024-25

The learning evaluation will be carried out through continuous evaluation and a final test, each weighing 50% of the final grade. The continuous evaluation, at the same time, will be carried out through a written exam (weighting 40% on the final grade) and deliveries of practices (with a weighting of 10% on the final grade).

The characteristics of these evaluation processes are:

- Delivery of practices and work. It will consist of the completion and delivery of 10 short cases solved during the class and in groups (10% of the final grade). The individual assessment of each of these cases represents 1% of the final grade. This evaluation activity is NON-RECOVERABLE because the exercises-practical cases have to be solved in groups and during class time.
- Partial written exam (40% weighting on the final grade). It consists of carrying out a case with which the practical knowledge acquired in didactic units 1-7 (ordinary call) will be evaluated. In this test a minimum qualification is not required, and your qualification may be recovered in the extraordinary call, with a practical case on the 8 topics. For those students who choose not to do it, the grade obtained during the course will be kept.
- Final test-compulsory in the January and July calls- (50% weighting on the final grade). The final test will consist of a written exam of a theoretical nature of the whole subject (theory, topics 1-8). This theoretical part will be assessed with a test and represents 50% of the final grade. To pass the subject, the student must obtain a minimum grade of 3.5 out of 10 in this test.

Description	Criteria	Type	Weighting system
Delivery of practices and work	It will consist of the completion and delivery of 10 short cases solved during the class and in groups (10% of the final grade).	ACTIVITIES OF EVALUATION DURING THE SEMESTER	10
Partial written exam	It consists of carrying out a case with which the practical knowledge acquired in didactic units 1-7 (ordinary call) will be evaluated.	ACTIVITIES OF EVALUATION DURING THE SEMESTER	40
Final test	The final test will consist of a written exam of a theoretical nature of the whole subject (theory, topics 1-8).	FINAL TEST	50

Official exam dates for academic year 2024-25

Exam session	Date	Time	Group - Classroom(s) allocated	Comments
(C1) Pruebas extraordinarias de finalización de estudios	27/09/2024			Hora y aula: contacta con el profesor
(C2) Periodo ordinario para asignaturas de primer semestre	17/01/2025			

Academic staff



MANRESA MARHUENDA, ENCARNACION

Lecturer responsible

THEORY CLASS: Groups: 40



ALONSO SANCHEZ, PABLO

PROBLEM PRACTICALS / WORKSHOP: Groups: 52



LORENZO GARCIA, MIGUEL ANGEL

THEORY CLASS: Groups: 2

PROBLEM PRACTICALS / WORKSHOP: Groups: 2 , 4 , 6



MARCO LAJARA, BARTOLOME

THEORY CLASS: Groups: 3

PROBLEM PRACTICALS / WORKSHOP: Groups: 3



MILLAN TUDELA, LUIS ANTONIO

THEORY CLASS: Groups: 77

PROBLEM PRACTICALS / WORKSHOP: Groups: 3 , 77



MOLINA AZORIN, JOSE FRANCISCO

THEORY CLASS: Groups: 20

PROBLEM PRACTICALS / WORKSHOP: Groups: 20



POVEDA PAREJA, ESTHER

THEORY CLASS: Groups: 1 , 4 , 51 , 77 , 6

PROBLEM PRACTICALS / WORKSHOP: Groups: 1 , 77



QUER RAMON, DIEGO FRANCISCO

THEORY CLASS: Groups: 1



RUEDA CANTUCHE, DAVID ALBERTO

THEORY CLASS: Groups: 6



RUIZ FERNANDEZ, LORENA

THEORY CLASS: Groups: 52 , 40

PROBLEM PRACTICALS / WORKSHOP: Groups: 40



SEVA LARROSA, PEDRO

THEORY CLASS: Groups: 77

PROBLEM PRACTICALS / WORKSHOP: Groups: 40 , 77



ZARAGOZA SAEZ, PATROCINIO DEL CARMEN

PROBLEM PRACTICALS / WORKSHOP: Groups: 1 , 51

Groups

THEORY CLASS

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	
Gr. TMP-ADE (THEORY CLASS) : PROVISIONAL GROUP TO FINISH REGISTRATION	1S	All day	Spanish	0	<ul style="list-style-type: none"> Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT
Gr. TMP-TADE (THEORY CLASS) : GRUPO PROVISIONAL PARA FINALIZAR MATRÍCULA	1S	All day	Spanish	0	<ul style="list-style-type: none"> Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION
Gr. TMP2 (THEORY CLASS) : GRUPO PROVISIONAL PARA FINALIZAR MATRICULA DADE	1S	All day	Spanish	0	<ul style="list-style-type: none"> Allowed DEGREE IN LAW
Gr. 1 (THEORY CLASS) : 1	1S	Morning	Spanish	42	<ul style="list-style-type: none"> Allowed VISITING STUDENT EEES Allowed INTERNATIONAL MOBILITY PROGRAMME Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT Allowed VISITING STUDENT NO EEES
Gr. 2 (THEORY CLASS) : 2	1S	Afternoon	Spanish	33	<ul style="list-style-type: none"> Allowed VISITING STUDENT EEES Allowed VISITING STUDENT NO EEES Allowed INTERNATIONAL MOBILITY PROGRAMME Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT
Gr. 20 (THEORY CLASS) : 20 TADE	1S	Morning	Spanish	9	<ul style="list-style-type: none"> Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION Allowed VISITING STUDENT NO EEES Allowed VISITING STUDENT EEES Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 3 (THEORY CLASS) : 3	1S	Morning	Spanish	51	<ul style="list-style-type: none"> Allowed VISITING STUDENT NO EEES Allowed VISITING STUDENT EEES Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 4 (THEORY CLASS) : 4	1S	Afternoon	Spanish	35	<ul style="list-style-type: none"> Allowed VISITING STUDENT NO EEES Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT Allowed INTERNATIONAL MOBILITY PROGRAMME Allowed VISITING STUDENT EEES

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	
Gr. 40 (THEORY CLASS) : 40 I2ADE	1S	Morning	Spanish	26	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT EEES ▪ Allowed DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 51 (THEORY CLASS) : GROUP 51 DADE	1S	Morning	Spanish	33	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT EEES ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE) ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed VISITING STUDENT NO EEES
Gr. 52 (THEORY CLASS) : GROUP 52 DADE	1S	Afternoon	Spanish	28	<ul style="list-style-type: none"> ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE) ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 6 (THEORY CLASS) : 6	1S	Afternoon	Spanish	32	<ul style="list-style-type: none"> ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed VISITING STUDENT EEES
Gr. 77 (THEORY CLASS) : 77 (ARA)	1S	Morning	English	62	<ul style="list-style-type: none"> ▪ Not allowed DOUBLE DEGREE IN LAW + ADE (DADE)

PROBLEM PRACTICALS / WORKSHOP











Group	Semester	Morning or afternoon session	Language	No. of enrolled students	
Gr. TMP-ADE (PROBLEM PRACTICALS / WORKSHOP) : PROVISIONAL GROUP TO FINISH REGISTRATION	1S	All day	Spanish	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT
Gr. TMP-TADE (PROBLEM PRACTICALS / WORKSHOP) : GRUPO PROVISIONAL PARA FINALIZAR MATRÍCULA	1S	All day	Spanish	0	<ul style="list-style-type: none"> ▪ Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION
Gr. TMP2 (PROBLEM PRACTICALS / WORKSHOP) : GRUPO PROVISIONAL PARA FINALIZAR MATRICULA DADE	1S	All day	Spanish	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN LAW

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	
Gr. 1 (PROBLEM PRACTICALS / WORKSHOP) : 1	1S	Morning	Spanish	42	<ul style="list-style-type: none"> ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed VISITING STUDENT EEES
Gr. 2 (PROBLEM PRACTICALS / WORKSHOP) : 2	1S	Afternoon	Spanish	33	<ul style="list-style-type: none"> ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed VISITING STUDENT EEES ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT
Gr. 20 (PROBLEM PRACTICALS / WORKSHOP) : 20 TADE	1S	Morning	Spanish	9	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed VISITING STUDENT EEES ▪ Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 3 (PROBLEM PRACTICALS / WORKSHOP) : 3	1S	Morning	Spanish	51	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT EEES
Gr. 4 (PROBLEM PRACTICALS / WORKSHOP) : 4	1S	Afternoon	Spanish	35	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT EEES ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 40 (PROBLEM PRACTICALS / WORKSHOP) : 40 I2ADE	1S	Morning	Spanish	26	<ul style="list-style-type: none"> ▪ Allowed DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed VISITING STUDENT EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME
Gr. 51 (PROBLEM PRACTICALS / WORKSHOP) : GROUP 51 DADE	1S	Morning	Spanish	33	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT NO EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed VISITING STUDENT EEES ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)
Gr. 52 (PROBLEM PRACTICALS / WORKSHOP) : GROUP 52 DADE	1S	Afternoon	Spanish	28	<ul style="list-style-type: none"> ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)








Group	Semester	Morning or afternoon session	Language	No. of enrolled students	
Gr. 6 (PROBLEM PRACTICALS / WORKSHOP) : 6	1S	Afternoon	Spanish	32	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT EEES ▪ Allowed INTERNATIONAL MOBILITY PROGRAMME ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT NO EEES
Gr. 77 (PROBLEM PRACTICALS / WORKSHOP) : 77 (ARA)	1S	Morning	English	62	<ul style="list-style-type: none"> ▪ Not allowed DOUBLE DEGREE IN LAW + ADE (DADE)




Timetables

THEORY CLASS

Group	Start date	End date	Day	Start time	End time	Lecture room
1	09/09/2024	20/12/2024	LUN	09:00	11:00	A1/1-52M 
2	09/09/2024	20/12/2024	LUN	17:00	19:00	A1/0-11P 
20	09/09/2024	20/12/2024	LUN	11:00	13:00	A1/1-40P 
3	09/09/2024	20/12/2024	LUN	09:00	11:00	A1/0-10P 
4	09/09/2024	20/12/2024	VIE	15:00	17:00	A1/1-55P 
40	09/09/2024	20/12/2024	LUN	11:00	13:00	A2/E12 
51	09/09/2024	20/12/2024	JUE	09:00	11:00	DE/1-15P 
52	09/09/2024	20/12/2024	LUN	19:00	21:00	DE/0-03P 
6	09/09/2024	20/12/2024	JUE	17:00	19:00	A1/0-13P 
77	09/09/2024	20/12/2024	LUN	11:00	13:00	A1/0-18X 

PROBLEM PRACTICALS / WORKSHOP

Group	Start date	End date	Day	Start time	End time	Lecture room
1	09/09/2024	20/12/2024	VIE	11:00	13:00	A1/1-52M 
2	09/09/2024	20/12/2024	VIE	17:00	19:00	A1/0-11P 
20	09/09/2024	20/12/2024	VIE	09:00	11:00	A1/1-40P 
3	09/09/2024	20/12/2024	JUE	09:00	11:00	A1/0-10P 
4	09/09/2024	20/12/2024	MAR	17:00	19:00	A1/1-55P 
40	09/09/2024	20/12/2024	VIE	11:00	13:00	A2/E12 
51	09/09/2024	20/12/2024	VIE	09:00	11:00	DE/1-15P 

Group	Start date	End date	Day	Start time	End time	Lecture room
52	09/09/2024	20/12/2024	VIE	17:00	19:00	DE/0-03P 
6	09/09/2024	20/12/2024	MIE	17:00	19:00	A1/0-13P 
77	13/09/2024	13/09/2024	VIE	11:00	13:00	A2/B01 
77	14/09/2024	20/12/2024	VIE	11:00	13:00	A2/B03 