



22029 - STRATEGIC BUSINESS MANAGEMENT II (2021-22)

General

Code: 22029

Lecturer responsible:

MARCO LAJARA, BARTOLOME

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

Competencies and objectives

Provisional information. Pending approval by the School/Faculty Board.

Course context for academic year 2021-22

The main objective of the degree in Business Administration and Management is to train professionals capable of performing management, advisory and evaluation tasks in productive organizations. These tasks can be developed in the global scope of the organization or in any of its functional areas: production, human resources, financing, marketing, administration or accounting. As far as this course is concerned, it is a continuation of the course Strategic Business Management I, taught in the first semester. These subjects aim to offer a general vision of the company from the perspective of its top management. Specifically, the course "Strategic Business Management II deals with the study of strategy formulation at the corporate level, as well as the implementation phase. Regarding the coordination of this subject within the academic structure of the degree, the subject of Strategic Business Management II deepens in concepts exposed in the subjects of Fundamentals of Business Economics, Operations Management and Organization Design. In addition, this course will develop topics that students will need to master in order to take advantage of the courses of Business Creation, Human Resources Management, Strategy and International Management of the Company, and Quality and Environmental Management.

Course content (verified by ANECA in official undergraduate and Master's degrees)

General Competences (CG)

- **CG1** : Capacity to find and analyse information.
- **CG2** : Capacity to work in a team.
- **CG3** : Capacity for self-learning.
- **CG4** : Apply professional criteria based on using technical instruments to analyse problems.
- **CG5** : Capacity to make decisions by putting theoretical knowledge into practice.
- **CG6** : Obtain important information that is impossible for non-professionals to recognise from the data.
- **CG7** : Ethical commitment and social responsibility at work, respecting the environment, being aware of and understanding the importance of respecting Fundamental Rights, Equal Opportunities for Men and Women, Universal Accessibility for the Disabled and respect for the Values of Peaceful Culture and Democratic Values.
- **CG8** : Analyse problems using critical reasoning, without prejudices, precisely and rigorously.
- **CG9** : Capacity to synthesise.

General Competences acquired at University of Alicante (CGUA)

- **CGUA3** : Capacity for oral and written communication.

Specific Competences (CE)

- **CE1** : Manage and administrate a small, medium or large company, understanding its competitive and institutional positioning and identifying its strengths and weaknesses.
- **CE15** : Prepare decision-making in companies and organisations, especially at operational and tactical level.

Exclusive skill taught in this course

No data

Learning outcomes (Training objectives)

No data

Specific objectives stated by the academic staff for academic year 2021-22

Specific objectives specified by the Faculty

Be able to have a global approach to the company.

Learning outcomes (training objectives)

To understand the delimitation of the field of activity as a determinant of competitive advantage. To broaden the analysis of competitive advantage in the international context. To formulate and implement the most appropriate corporate strategies and their development paths. Diagnose and solve problems at the corporate level of the company. Connect the different strategic decision levels of a company. Identify the main elements of strategic implementation and control.

Content and bibliography

Curricular adjustment of the academic year due 2021-22 to COVID-19

Dual and online teaching will be carried out synchronously through a virtual classroom

Content for academic year 2021-22

CHAPTER 1.- THE DIRECTIONS OF DEVELOPMENT

- 1.1. The field of activity and the development of the company.
- 1.2. Diversification of activities.
- 1.3. Vertical integration.
- 1.4. Restructuring of activities.
- 1.5. Readings and case studies.

CHAPTER 2.- MANAGEMENT OF DIVERSIFIED COMPANIES

- 2.1. Corporate strategy and value creation.
- 2.2. Strategic business units (SBUs).
- 2.3. Basic models of management in diversified companies.
- 2.4. Readings and case studies.

CHAPTER 3.- DEVELOPMENT METHODS: MERGERS AND ACQUISITIONS

- 3.1. Internal versus external development.
- 3.2. Types of mergers and acquisitions.
- 3.3. Forms of deconcentration of companies.
- 3.4. Management of mergers and acquisitions.
- 3.5. Readings and case studies.

CHAPTER 4.- DEVELOPMENT METHODS: COOPERATION OR ALLIANCES BETWEEN COMPANIES

- 4.1. Cooperation or alliances between companies.
- 4.2. Advantages and disadvantages of cooperation.
- 4.3. Types of agreements.
- 4.4. Management of cooperation agreements.
- 4.5. Readings and case studies.

CHAPTER 5.- INTERNATIONALIZATION STRATEGY

- 5.1. The multinational company.
- 5.2. Global competition: factors and strategies.
- 5.3. Entry strategies in foreign markets.
- 5.4. The management of the multinational company.
- 5.5. Readings and case studies.

CHAPTER 6.- STRATEGY EVALUATION AND IMPLEMENTATION

- 6.1. The process of evaluation and strategy selection.
- 6.2. Strategy implementation.
- 6.3. Organizational change.
- 6.4. Readings and case studies.

CHAPTER 7.- ORGANIZATIONAL SUPPORT FOR STRATEGIC IMPLEMENTATION

- 7.1. The organizational structure.
- 7.2. The strategic leadership.
- 7.3. Strategy and human resources.
- 7.4. Organizational culture.
- 7.5. Readings and case studies.

CHAPTER 8.- STRATEGIC PLANNING AND CONTROL

- 8.1. Strategic planning.
- 8.2. The activities of strategic planning.
- 8.3. The strategic control.
- 8.4. Internal control of the organizational units.
- 8.5. Readings and case studies.

Related links

No data

Bibliography

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

La dirección estratégica de la empresa : un enfoque innovador del management

Author(s): Menguzzato Boulard, Martina

Issue: Barcelona : Ariel, 1992;

ISBN: 9788434420533

Category: Complementario

Cómo implementar la estrategia

Author(s): Stonich, Paul J.

Issue: Madrid : Instituto de Empresa, 1983;

ISBN: 84-85669-27-4

Category: Complementario

Management estratégico del mercado

Author(s): AAKER, David A.

Issue: Barcelona : Hispano europea, 1992;

ISBN: 84-255-0770-7

Category: Complementario

Dirección estratégica

Author(s): Jarillo, José-Carlos

Issue: Madrid : McGraw-Hill, 1992;

ISBN: 84-7615-906-4

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

Dirección estratégica

Author(s): Certo, Samuel C.

Issue: Madrid : MacGraw-hill, 1997;

ISBN: 84-481-0846-9

Category: Complementario

Dirección estratégica de la empresa: metodología, técnicas y casos

Author(s): Bueno Campos, Eduardo

Issue: Madrid : Pirámide, 1996;

ISBN: 84-368-0928-9

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

Assessment

Provisional information. Pending approval by the School/Faculty Board.

Evaluation adjustment for the academic year 2021-22 due to COVID-19

PARTIAL EXAM: Practical exam with a case and open questions through the **Moodle Questionnaires** tool. In C4 this test is optional for students who want to retake this part of the continuous assessment.

FINAL EXAM: Multiple choice exam with the **Moodle Questionnaires** tool.

Assessment procedures and criteria 2021-22

The evaluation of learning will be carried out by means of continuous evaluation and a final test, weighting each one 50% of the final grade. The continuous evaluation, in turn, will be carried out through a written test (with a weighting of 40% of the final grade) and problems (with a weighting of 10% of the final grade).

The characteristics of these evaluation processes are as follows:

- **Delivery of practices and assignments.** It will consist of the completion and delivery of 10 short cases solved in class and in group (10% of the final grade). The individual evaluation of each of these cases represents 1% of the final grade. This evaluation activity is **NOT RECOVERABLE** due to the fact that the exercises-case studies have to be solved in group and during class time.
- **Partial written test** (weighting of 40% of the final grade). It consists of a case study to evaluate the practical knowledge acquired in the didactic units 1-7 (ordinary exam). This test does not require a minimum grade, and its grade can be recovered in the extraordinary call with a practical case on the 8 topics. Students who choose not to take this test will keep the grade obtained during the course.
- **Final exam** -mandatory in June and July- (50% weighting on the final grade). The final exam will consist of a written exam of theoretical character of the whole subject (theory, topics 1-8). This theoretical part will be evaluated with a test and will represent 50% of the final grade. To pass the course the student must obtain a minimum grade of 3.5 out of 10 in this test.

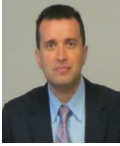
Description	Criteria	Type	Weighting system
Submission and defense of exercises	Group work: resolution in class and delivery of short case studies.	ACTIVITIES OF EVALUATION DURING THE SEMESTER	10
Practical written test	Completion of a case study on the first 7 topics, approximately in week 11, on an individual basis.	ACTIVITIES OF EVALUATION DURING THE SEMESTER	40
Final test	Theoretical written exam (test) of all topics.	FINAL TEST	50

Official exam dates for academic year 2021-22

Exam session	Date	Time	Group - Classroom(s) allocated	Comments
(C1) Pruebas extraordinarias de finalización de estudios	04/10/2021			
(C3) Periodo ordinario para asignaturas de segundo semestre y anuales	31/05/2022			
(C4) Pruebas extraordinarias para asignaturas de grado y máster	11/07/2022			

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Academic staff



MARCO LAJARA, BARTOLOME
Lecturer responsible

THEORY CLASS: Groups: 3



ANDREU GUERRERO, MARIA ROSARIO

THEORY CLASS: Groups: 20

PROBLEM PRACTICALS / WORKSHOP: Groups: 201



CREMADES CORTES, JOSE

THEORY CLASS: Groups: 52

PROBLEM PRACTICALS / WORKSHOP: Groups: 202



CREMADES CORTES, ROSA ANA

PROBLEM PRACTICALS / WORKSHOP: Groups: 52



GARCIA LILLO, FRANCISCO

THEORY CLASS: Groups: 51

PROBLEM PRACTICALS / WORKSHOP: Groups: 51

**MANRESA MARHUENDA, ENCARNACION**

THEORY CLASS: Groups: 40

PROBLEM PRACTICALS / WORKSHOP: Groups: 40

**MARIN GARCIA, BEGOÑA ANA**

PROBLEM PRACTICALS / WORKSHOP: Groups: 2 , 4

**MARTINEZ FALCO, JAVIER**

THEORY CLASS: Groups: 77

PROBLEM PRACTICALS / WORKSHOP: Groups: 77

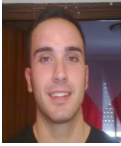
**POVEDA PAREJA, ESTHER**

THEORY CLASS: Groups: 2

**RUIZ FERNANDEZ, LORENA**

THEORY CLASS: Groups: 1 , 2 , 77

PROBLEM PRACTICALS / WORKSHOP: Groups: 77



SANCHEZ GARCIA, EDUARDO

THEORY CLASS: Groups: 1 , 4 , 77

PROBLEM PRACTICALS / WORKSHOP: Groups: 77



SEVA LARROSA, PEDRO

PROBLEM PRACTICALS / WORKSHOP: Groups: 1

Groups

THEORY CLASS

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 1 (THEORY CLASS) : 1	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL
Gr. 2 (THEORY CLASS) : 2	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 20 (THEORY CLASS) : 20 TADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES
Gr. 3 (THEORY CLASS) : 3	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES
Gr. 4 (THEORY CLASS) : 4	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 40 (THEORY CLASS) : 40 I2ADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION
Gr. 51 (THEORY CLASS) : GROUP 51 DADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)
Gr. 52 (THEORY CLASS) : GROUP 52 DADE	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)
Gr. 77 (THEORY CLASS) : 77 ENGLISH	2S	Morning	ANG	0	<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	On registration, assigned to
Gr. 1 (PROBLEM PRACTICALS / WORKSHOP) : 1	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL
Gr. 2 (PROBLEM PRACTICALS / WORKSHOP) : 2	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL










Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 201 (PROBLEM PRACTICALS / WORKSHOP) : 202 TADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL
Gr. 202 (PROBLEM PRACTICALS / WORKSHOP) : 201 TADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL

Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 3 (PROBLEM PRACTICALS / WORKSHOP) : 3	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL
Gr. 4 (PROBLEM PRACTICALS / WORKSHOP) : 4	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES


Group	Semester	Morning or afternoon session	Language	No. of enrolled students	On registration, assigned to
Gr. 40 (PROBLEM PRACTICALS / WORKSHOP) : 40I2ADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed VISITING STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION ▪ Allowed VISITING STUDENTS NOT INCLUDED IN THE EEES
Gr. 51 (PROBLEM PRACTICALS / WORKSHOP) : GROUP 51 DADE	2S	Morning	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)
Gr. 52 (PROBLEM PRACTICALS / WORKSHOP) : GROUP 52 DADE	2S	Afternoon	CAS	0	<ul style="list-style-type: none"> ▪ Allowed EXCHANGE STUDENT - UNDERGRADUATE LEVEL ▪ Allowed DOUBLE DEGREE IN LAW + ADE (DADE)
Gr. 77 (PROBLEM PRACTICALS / WORKSHOP) : 77 ENGLISH	2S	Morning	ANG	0	<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	31/01/2022	24/05/2022	JUE	09:00	11:00	A1/0-11P 
2	31/01/2022	24/05/2022	LUN	17:00	19:00	A1/0-10P 
20	31/01/2022	24/05/2022	MIE	11:00	13:00	A1/0-24G 
3	31/01/2022	24/05/2022	LUN	09:00	11:00	A1/1-40P 
4	31/01/2022	24/05/2022	JUE	17:00	19:00	A1/1-58M 
40	31/01/2022	24/05/2022	MIE	11:00	13:00	P3/0-08 
51	31/01/2022	24/05/2022	MIE	11:00	13:00	DE/1-15P 
52	31/01/2022	24/05/2022	VIE	15:00	17:00	DE/0-03P 
77	31/01/2022	24/05/2022	MIE	11:00	13:00	A1/1-39P 

PROBLEM PRACTICALS / WORKSHOP

Group	Start date	End date	Day	Start time	End time	Lecture room
1	31/01/2022	24/05/2022	LUN	11:00	13:00	A1/0-11P 

Group	Start date	End date	Day	Start time	End time	Lecture room
2	31/01/2022	24/05/2022	MAR	15:00	17:00	A1/0-10P 
201	31/01/2022	24/05/2022	JUE	13:00	15:00	A1/1-52M 
202	31/01/2022	24/05/2022	JUE	09:00	11:00	A1/0-24G 
3	31/01/2022	24/05/2022	MAR	11:00	13:00	A1/1-40P 
4	31/01/2022	24/05/2022	MAR	17:00	19:00	A1/1-58M 
40	31/01/2022	24/05/2022	VIE	11:00	13:00	P3/0-08 
51	31/01/2022	24/05/2022	LUN	11:00	13:00	DE/1-15P 
52	31/01/2022	24/05/2022	MAR	15:00	17:00	DE/0-03P 
77	31/01/2022	24/05/2022	JUE	13:00	15:00	A1/1-38P 