

27352 - Integrated Management and Value Creation

Información del Plan Docente

Academic Year	2017/18
Faculty / School	109 - Facultad de Economía y Empresa 228 - Facultad de Empresa y Gestión Pública 301 - Facultad de Ciencias Sociales y Humanas
Degree	454 - Degree in Business Administration and Management 448 - Degree in Business Administration and Management 458 - Degree in Business Administration and Management
ECTS	6.0
Year	4
Semester	Half-yearly
Subject Type	Optional
Module	---

1.General information

1.1.Introduction

1.2.Recommendations to take this course

1.3.Context and importance of this course in the degree

1.4.Activities and key dates

2.Learning goals

2.1.Learning goals

2.2.Importance of learning goals

3.Aims of the course and competences

3.1.Aims of the course

3.2.Competences

4.Assessment (1st and 2nd call)

4.1.Assessment tasks (description of tasks, marking system and assessment criteria)

5.Methodology, learning tasks, syllabus and resources

5.1.Methodological overview

The learning process that has been designed for this course is based on different activities:

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Theoretical lectures will be held in order to introduce theoretical concepts and real examples in the first classes.

Practical sessions will be devoted to work on teams managing a firm in a virtual environment, involving the students in the learning process.

The course guide, lectures, practical classes and the timetable of the assessment activities will be communicated via the Universidad de Zaragoza e-learning platform (ADD).

5.2.Learning tasks

The programme offered to the students to help them achieve the learning results includes the following activities:

1.- Theoretical lectures: introduce the theoretical concepts.

2.- Practical classes: allow the students apply the theoretical knowledge in the management of a firm in a context of business game.

3.-Tutorials: Face to face or by using e-learning platform (ADD) office hours, where lecturers help to clarify student's questions about the theoretical and/or practical contents of the subject.

5.3.Syllabus

Unit 1: Strategic integration

1.1. Corporate Strategy: Mission, vision, strategies and objectives.

1.2. Policies and strategic support procedures. Strategy and strategic management. Competitive environments and classical strategies.

1.3. Horizontal strategy.

1.4. Vertical strategy.

Unit 2: Strategy, performance and value

2.1. Performance measures of the firm.

2.2. Firm growth analysis.

2.3. Risk analysis

2.4. Value of the firm.

2.5. Value innovation.

Unit 3: Supervision of the Strategy

3.1. Supervision of the Strategy and diagnosis

3.2. Strategies for reshaping the portfolio.

3.3. Strategies for recomposing the portfolio.

3.4. Product-market strategies.

Unit 4: Integrated planning

4.1. Classical planning models

4.2. The planning crisis

4.3. Business models architecture

4.4. Potential functions for planning

Unit 5: Decision, strategy and value

5.1. Modelling the decision process

5.2. Organizational politics model

5.3. Decisional process in the organization

5.4. Effective - decision making

5.4.Course planning and calendar

Activity	Distribution	ETCS
Classroom activities		2,4

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Lectures	Weekly sessions 2 hours	1,2
Practical classes	Weekly sessions 2 hours	1,2
NON-CLASSROOM ACTIVITIES		
Final test	2,5 hours	0,1
To prepare decisions, presentations and memories in group	50 hours	2,0
To prepare test and decisions	37,5 hours	1,5

5.5. Bibliography and recommended resources

[BB: Bibliografía básica / BC: Bibliografía complementaria]

- BB** Administración estratégica : teoría y casos / Arthur A. Thompson, ... [et al.] . - 19ª ed. México [etc.] : McGraw-Hill, [2015]
- BB** Bateman, Thomas S. Administración : un nuevo panorama competitivo / Thomas S. Bateman, Scott Snell / ; traducción, María Guadalupe Cevallos Almada . 6a. ed. México [etc.] : McGraw-Hill, cop. 2005
- BB** Estrategia, estructura, decisión, identidad : política general de empresa / Strategor ; prólogo a la ed. española de Xavier Mendoza y Marcel Planellas ; [realización dirigida por Jean-Pierre Détrie] ; [traducción, Angie Larrosa Calvo] . - [1a. ed.] Barcelona [etc.] : Masson, D.L. 1995
- BB** Hax, Arnoldo C. : Estrategias para el liderazgo competitivo : De la visión a los resultados / Arnoldo Hax y Nicolás Majluf . - 1ª ed., 2ª reimpr. Buenos Aires (etc.) : Granica, 2012
- BB** Thorelli, Hans Birger. Intopia : guía del ejecutivo / Hans B. Thorelli, Robert L. Graves, Juan-Claudio López ; traducido y revisado por Josep Messa i Buxareau Barcelona : Marcombo Boixareu, D.L. 1998