

27645 - Business Growth Strategies

Syllabus Information

Academic year: 2023/24

Subject: 27645 - Business Growth Strategies

Faculty / School: 109 - Facultad de Economía y Empresa

Degree: 450 - Degree in Marketing and Market Research

ECTS: 5.0

Year: 4

Semester: First semester

Subject type: Optional

Module:

1. General information

The main goal of this subject is that the student learns the knowledge and basic methodology for the development of different strategies in the field of organizations. In other words, this subject comprises the analysis of different tasks associated with the management team such as organisational design, securing and allocating resources, creating a company culture, identifying and establishing cooperation networks and strategic alliances, internal coordination and external cooperation, etc. .

It is advisable to take this subject if you want to make the most of the optional Innovation Management, since in order to be able to propose an adequate innovation strategy, this must be aligned with the Management through the business growth strategies.

These approaches and goals are aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda of United Nations (<https://www.un.org/sustainabledevelopment/es/>), specifically, the activities planned in the subject will contribute to the achievement of the following objectives:

Goal 4: Quality Education. Goal 4.3.

Goal 8: Decent Work and Economic Growth Goal 8.2. and Goal 8.3.

2. Learning results

Upon completion of the course, the student who passes it should be able to:

- Know the concept of strategy, as well as the most relevant theoretical developments within the field of strategic management.
- Be able to detect the threats and opportunities presented to the company based on the analysis of the general environment, the competitive environment and the attractiveness of the industry itself.
- Carry out a diagnosis of the internal reality of the company, detect both its weaknesses and strengths and identify those resources and capabilities that can be the source of a sustainable competitive advantage, based on knowing the main techniques available for analysis, as well as being able to define and identify the field of activity of a company.
- Evaluate various strategic alternatives in a critical and reasoned manner, according to criteria aimed at the creation of value by the company.
- Identify the main corporate growth strategies, know their main characteristics and be able to formulate a corporate strategy that takes into account the specific circumstances of the company.
- Be able to identify how competitive advantage is created and protected, in order to develop the competitive strategy best suited to the characteristics of the industry.
- Characterize industries and propose the most appropriate strategies according to the industry life cycle.
- Understand the reasons that lead a company to adopt an expansion or diversification strategy.
- Learn about other growth strategies, paying attention to globalization strategies.

3. Syllabus

UNIT 1: The New Economy.

1.1. The New Economy Where have we come from? Where are we going?

1.2. Business strategy.

UNIT 2: Analysis of the company's environment.

2.1- The Strategy development process.

2.2- Analysis of the company's general environment.

2.3- Analysis of the specific environment of the company.

2.4- Diagnostic Techniques.

UNIT 3: Strategies focused on the business model.

3.1- Value proposition and business model.

3.2- The cost value proposition.

3.3- The value proposition focused on differentiation.

3.4- Porter's extension of competitive strategies: "the strategic clock".

UNIT 4: Organizational Strategies.

4.1- Concepts.

4.2- Expansion Strategies.

4.3- Diversification Strategies.

4.4- Vertical Integration.

4.5- Restructuring of activities.

UNIT 5: Other growth strategies.

5.1- Internal and external development.

5.2- Types of external development.

5.3- Internationalization strategy.

4. Academic activities

Master classes: 25 hours

Practical classes: 25 hours

Personal Study: 73 hours

Assessment tests. 2h

5 ECTS = 125 hours

Theoretical sessions will include clear and systematic presentations of the fundamental concepts of each subject, while in the practical sessions students will carry out practical work on the corresponding subject and will apply the different tools and theoretical knowledge acquired.

Each student, if possible, integrated in a work team, must prepare a project consisting of the analysis strategic analysis of a company. The work will allow students to use the concepts of the program and the appropriate tools for the assessment and preparation of a Business Plan for the company. Students should communicate the composition of the groups to the responsible professor on the indicated date. Throughout the course, presentations will be made during the sessions of some parts of the work.

In principle, the teaching methodology and its evaluation is planned to be based on face-to-face classes . However, if circumstances so require, they may be carried out online.

5. Assessment system

The subject will be evaluated by means of a continuous evaluation system or by means of a global test in the first call and by means of a global test in the second call.

Continuous assessment (only for the first call):

It will consist of the continuous participation in all the different activities that are developed, which is specified as follows:

- a) Active participation of the student in the discussions raised during the sessions. Three individual papers or cases of theoretical-practical nature will be requested and/or carried out , representing 30% of the final grade of the subject.
- b) Carrying out a work, if possible in a group, in which the concepts acquired throughout the semester are applied to a real company. . This work will represent 30% of the final grade of the subject.
- c) Final exam, of a theoretical-practical nature, which will represent 40% of the final grade of the subject.

The three activities described above are mandatory. Each of these activities will be graded out of a total of 10 points . In order to average the grades obtained it will be necessary to obtain a minimum of 3 points out of 10 in the activities a) and b) described above (class participation and work), as well as 4 points out of 10 in activity c) (exam).

Global Assessment (both in first and second call):

The Global test will consist of a written test to be held on the dates indicated in the calendar approved by the Center. A 40% of the grade will correspond to the resolution of practical cases and the other 60% of the grade will be theoretical and practical exercises.

Assessment Criteria:

The resolution of the exercises requested during the course and the resolution of the final theoretical-practical exam will be assessed by the teacher, taking into account both the precision and thoroughness of the answers and the student's expository ability.