

30627 - Company Policy

Syllabus Information

Academic year: 2023/24

Subject: 30627 - Company Policy

Faculty / School: 109 - Facultad de Economía y Empresa

Degree: 432 - Joint Law - Business Administration and Management Programme

ECTS: 6.0

Year: 6

Semester: First semester

Subject type: Compulsory

Module:

1. General information

The main goal of this subject is for the student to learn why some companies obtain results superior to their competitors and achieve sustained competitive advantages over time. The ultimate goal is to convey the importance of continually adapting strategy to preserve potential competitive advantages, recognizing the company's ability to influence the changes that are continually taking place in the environment, not to mention the threat posed by rivals or potential entrants within a given industry.

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

- GOAL 04: QUALITY EDUCATION.
- GOAL 08: DECENT WORK AND ECONOMIC GROWTH.

2. Learning results

By taking and passing the course, students will be able to:

- Characterise and analyse the strategic positioning of a company within the industry by using simple economic concepts to identify the conditions necessary for competitive advantage in a market.}
- Understand the concept of competitive advantage and its link to value creation which, in turn, is shaped by the way companies position themselves to compete in an industry.
- Interpret the economic and organisational logic of two broad alternative approaches to positioning: cost leadership and differentiation; and their implications for broad and narrow (concentration) targeting strategies.
- Apply the set of tools and techniques that allow analyzing and evaluating the company's positioning in terms of costs and/or differentiation with respect to its rivals.
- Be aware of threats to profit sustainability and learn how companies can protect themselves against these threats.
- Understand the dual effect of innovation on the economy, being a long-term threat to the profitability of successful firms and entire industries, as well as a source of new firms and industries and a source of new sources of competitive advantage.
- Learn the basic concepts of competitive analysis, such as competitor identification, market definition and the four different forms in which firms compete: perfect competition, monopoly, monopolistic competition and oligopoly.
- Understanding why firms compete as they do and conceiving price competition as a dynamic process: the decisions a firm makes at a given time affect how competitors, and the firm itself, will behave in the future.

3. Syllabus

PART I: COMPETITIVE STRATEGIES

UNIT 1: Introduction: strategic positioning for competitive advantage

UNIT 2: The fragility of competitive advantage

UNIT 3: Innovation management

PART 2: CORPORATE STRATEGIES

UNIT 4: Vertical integration and diversification

UNIT 5: Strategic alliances, mergers and acquisitions

UNIT 6: Internationalization strategy

PART 3: STRATEGY IMPLEMENTATION AND CONTROL

UNIT 7: Strategy implementation and control

4. Academic activities

- Theoretical classes: Active lectures will be used, mainly to present the theoretical contents of the subject.
- Practical Classes: They are the appropriate complement to the theoretical classes. They offer the student the possibility of applying the main solution techniques developed in the units of the program and are based on examples that illustrate the reality of the problems theoretically presented.
- Individualized teaching through tutorials: They allow the clarification of any doubts that the student may have and enable a more detailed dialogue on the different aspects of the subject.

Master classes: 30 hours

Practical classes: 30 hours

Personal Study: 88 hours

Assessment tests. 2h

6 ECTS = 150 hours

In principle, the teaching methodology and its assessment 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 student will be able to pass the course in any of the two established test. In both cases, when the student chooses to take advantage of the work done throughout the term, he/she may choose to take a global test (in which case, the grade obtained in this exam, up to a maximum of 10 points, will represent one hundred percent of the grade) or combine it with the grades obtained throughout the term. In the latter case, the grade for the subject will be distributed as follows::

- Participation in the practical classes and delivery of the proposed exercises and assignments (10% of the grade). In case chooses this option, the student must deliver, individually and on the indicated date, all the exercises and cases that will be presented throughout the term. This date will be conveniently announced both in class and on the usual communication channels.
- Detailed analysis of a company (30% of the grade). This analysis will be materialized in a report, which will be prepared in a group (preferably formed by 4 students), whose delivery will be announced through the appropriate channels . The written report will be discussed at the end of the term.
- Global test of the subject, in which it is necessary to obtain a minimum score of 4 points out of 10 (60% of the grade).

If the grade obtained in the test is higher than the grade obtained considering the work done during the term, the grade obtained in the final test will always prevail.

In any case, the student may choose to take only one final assessment test (the exam indicated in point above) on the date established in the centre's calendar, in which case the mark obtained in this exam will account for 100% of the final grade.

The necessary software will be used to check the originality of the activities carried out. The detection of plagiarism or copying in an activity will result in a grade of 0 points for that activity