

27329 - Business Policy

Syllabus Information

Academic year: 2024/25

Subject: 27329 - Business Policy

Faculty / School: 109 - Facultad de Economía y Empresa

228 - Facultad de Empresa y Gestión Pública

301 - Facultad de Ciencias Sociales y Humanas

Degree: 448 - Degree in Business Administration and Management

454 - Degree in Business Administration and Management

458 - Degree in Business Administration and Management

ECTS: 6.0

Year: 3

Semester: Second semester

Subject type: Compulsory

Module:

1. General information

The main objective of this subject is for the student to learn why some companies achieve better results compared to their competitors and attain sustainable competitive advantages over time. The ultimate purpose is to convey the importance of continuously adapting the strategy to preserve competitive advantages, recognizing the company's ability to influence the changes that continually take place in the environment, without forgetting the threat of rivals or potential entrants within a specific sector.

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

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

2. Learning results

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

1. Characterize and analyze the strategic positioning of a company within the industry using simple economic concepts to identify the necessary conditions for competitive advantage in a market.
2. Understand the concept of competitive advantage and its connection to value creation, which is shaped by how companies position themselves to compete in an industry.
3. Interpret the economic and organizational logic of two broad alternative approaches to positioning: cost leadership and differentiation, as well as their implications in broad and narrow focus targeting strategies (concentration).
4. Apply the set of tools and techniques that allow for the analysis and evaluation of a company's positioning in terms of costs and/or differentiation compared to its rivals.
5. Be aware of threats to the sustainability of profits and learn how companies can protect themselves against these threats.
6. Understand the dual effect of innovation in the economy, as both a long-term threat to the profitability of successful companies and entire industries, and as a source of generating new companies and industries and the origin of new sources of competitive advantage.
7. Learn the basic concepts of competitive analysis, including competitor identification, market definition, and the four different ways in which companies compete: perfect competition, monopoly, monopolistic competition, and oligopoly.
8. Understand why companies compete as they do and conceive price competition as a dynamic process: the decisions a company makes at a given moment will affect how competitors and the company itself behave in the future.

3. Syllabus

PART 1: COMPETITIVE STRATEGIES

Unit 1: Value creation and the fragility of competitive advantages

Unit 2: Value creation in platform business models

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: IMPLEMENTATION AND CONTROL OF STRATEGY

Unit 7: Implementation and control of strategy

4. Academic activities

The course structure includes the following components:

1. **Theoretical Classes:** Active lectures will be used primarily to present the theoretical content of the course.
2. **Practical Classes:** These sessions complement the theoretical classes. They provide students with the opportunity to apply the main problem-solving techniques covered in the program, using examples that illustrate the practical application of the theoretical concepts.
3. **Individualized Teaching through Tutoring:** This component allows students to seek clarification for any doubts they may have and engage in more detailed discussions on various aspects of the course.

The allocation of hours for each component is as follows:

Lectures: 30 hours
Practical Classes: 30 hours
Self-Study: 88 hours
Evaluation Assessments: 2 hours
6 ECTS = 150 hours

Initially, the teaching methodology and assessment are planned to revolve around in-person classes. However, if circumstances require it, they can be conducted online.

5. Assessment system

The student may pass the subject in either of the two established examination periods. In both examination periods, the student can choose between two evaluation systems: (1) the global evaluation system or (2) the mixed evaluation system.

In the global evaluation system, the student must take the final exam (which will be held on the official date set by the faculty). The student's grade for the subject will be determined by the score obtained in the exam, and a minimum score of 5 out of 10 is required to pass the subject.

In the mixed evaluation system, the student can combine the grade obtained in the final exam with the grades obtained in the assessable activities carried out throughout the course. To be eligible for this system, attendance to class is required. Specifically, in this mixed system, the final grade for the subject is distributed as follows:

- **Solving exercises** (10% of the grade). The student must attend the weekly sessions in which the exercises are solved and show a participative attitude in these sessions. The teaching staff may request the submission of the solved exercises, giving sufficient notice. In any case, the number of submissions requested throughout the course shall not exceed five.
- **Solving practical cases** (30% of the grade). The student must attend the weekly practical sessions in which the cases are solved and actively participate in the classroom discussions. The teaching staff may request the submission of some activity related to the case solved during the session. In that case, enough time will be given to complete that activity in the classroom. It is strongly recommended to read the cases before attending the practical sessions.
- **Final exam** (60% of the grade). The student must take the final exam (which will be held on the official date set by the faculty) and obtain a minimum score of 4 out of 10 to pass the subject.

In the mixed evaluation system, the highest grade will always prevail. Therefore, if the grade obtained in the exam is higher than the grade resulting from applying the percentages of each part of the mixed evaluation system, the final grade will be determined solely by the exam grade.

The detection of plagiarism or copying in any assessable activity will result in a grade of 0 points for that activity.

6. Sustainable Development Goals

4 - Quality Education
8 - Decent Work and Economic Growth