



**UCAM**  
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CATÓLICA DE MURCIA

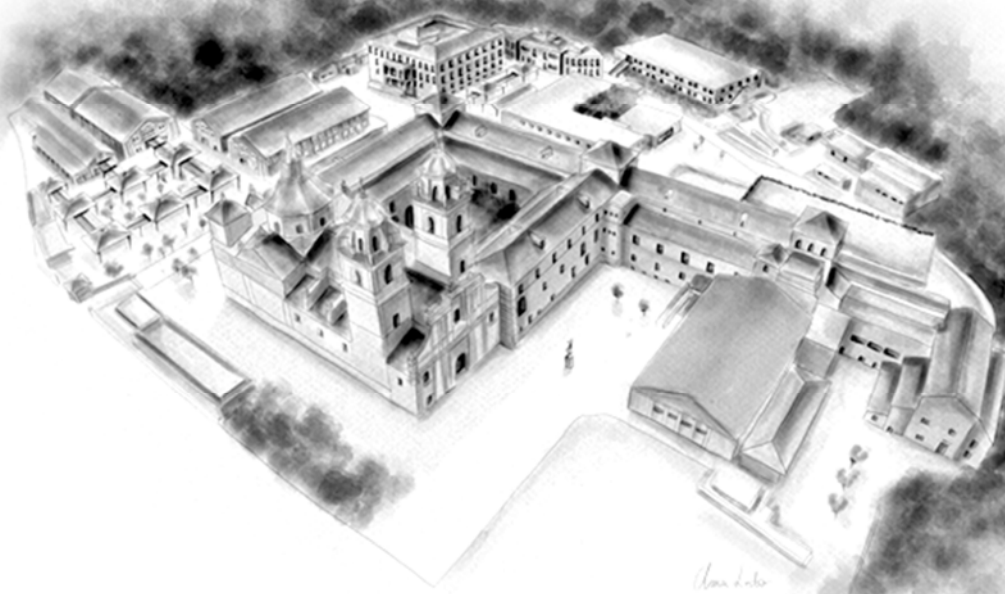
*20 años*  
*de educación,*  
*amor y servicio*

# Course Description 2017/2018

## Business Strategy

Master in Business Administration (MBA)

On-Campus Learning



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## Business strategy

### Business strategy

Module: **Common**

Subject: **Business strategy**

Type: **Compulsory**

ECTS Credits: **8**

Semester: **Second**

Teacher-in-charge: **José Palao, Javier Fernández, Rosa Gil & Mercedes Carmona.**

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Office hours (students): **Tuesdays 10:00-11:00 h. / Afternoons, previous appointment by email**

Module coordinator: **José Palao & Mercedes Carmona**

### Brief Description

This subject studies the market structure and imperfect competition models. The student will learn strategic behaviour based on direction, quality management, innovation, globalization, and internalization of business.

### Prerequisites

Nonespecified.

### Goals

1. To know the markets behaviour and the models of imperfect competitiveness.
2. To learn about quality management, knowledge and innovation.
3. To be able to create an internationalisation strategy.

### Skills and learning results

#### Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

T4: Decision-making.

T11: Adaptation to new situations.

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T14: Concern for quality.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

## Specific skills

E1: Mastering and integrating required management tools as well as development methods of your professional activity.

E2: Going in-depth into the company's business management as well as the different management areas.

E3: Knowing and valuing the influence of the environment's variable of business management and organisational objectives achievement.

E19: Provide the student with the required knowledge and abilities to interact in the international environment.

E21: Knowing and understanding the required elements to define a company's internationalisation strategy.

E22: Knowing the market structures and the keys to interact within them.

E23: Learning strategic analysis performance in order to adopt the required strategies to obtain competitive advantages.

E24: Knowing the specific procedures used for international production and distribution and/or services offered on the market.

## Learning results

RA-T1: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

RA-T2: Managing and organising accounting and financial information gained during the learning process.

RA-T4: Decision making, in a comprehensive and critical manner, between different options.

RA-T11: Behaviour adjustments regarding changes and demands that bring forward new situations.

RA-T14: Valuing the importance of correct fulfilment of your work.

RA-MCER5: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

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RA-MCER7: Writing about personal and professional issues.

RA-MCER8: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

RA Acquiring a general knowledge of company performance and the different functional areas that are part of it.

RA Understanding and using strategic thinking and its evolution as management support.

RA Knowing and applying the concept of strategy, as well as the levels, functions and elements that conform it.

RA Analysing the way strategies differ according to their corporate, business or functional levels.

RA Identifying different strategies, according to the life cycle of the industry, the degree of concentration and its technology.

RA Analysing and recognising the growth processes and the company's development according to its environment's viability.

RA Identifying the keys to perform effectively in an international competitiveness context.

RA Being able to set up an internationalisation plan that complies with the company's strategic goals.

RA Identifying the involvement of fundamental set up resources for an internationalisation strategy.

RA Identifying the market model in which it performs.

RA Anticipating its behaviour to maximise the benefits, according to the market type.

RA Carrying out an environmental analysis in which a company interacts.

RA Carrying out a company's internal analysis to look for weaknesses, strengths and other skills.

RA Identifying opportunities, threats, strengths and weaknesses.

RA Setting up a company's goals on long and short terms according to its goal and philosophy.

RA Identifying the needs for a product adaptation to address external markets.

## Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	31,5	55 hours (28 %)	
Tutoring	12		
In-class evaluation	11,5		
Personal study	65	145 hours (72 %)	
Recommended Reading and information search	14,5		
Problem solving, case studying and project assignment	43,5		
Debate and lecture preparation	22		
<b>TOTAL</b>	<b>200</b>	<b>55</b>	<b>145</b>

## Syllabus

1. Market structure
2. Management Innovation
3. Organization quality management
4. ICT companies new strategies
5. Knowledge management
6. Family business management
7. Internationalisation strategy. Globalisation
8. Multinational company management.

## Relation to other subjects

Socio-economic and legal framework, external internships in a company and End-of-Master's Project.

## Evaluation system

### February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

#### 1. In-class presentation of a solved case study or a theoretical project (80%)

- **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

#### 2. The student in-class participation will be assessed with 20% of the course's total mark.

**Development:** The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

### September exams:

Same evaluation as the previous exam period.

## References

- AENOR 2000. ISO 9000:2005 Sistemas de Gestión de la Calidad. Fundamentos y Vocabulario.
- AENOR 2000. ISO 9001:2008 Sistemas de Gestión de la Calidad. Requisitos.
- AENOR 2000. ISO 9004:2000 Sistemas de Gestión de la Calidad. Recomendaciones para la Mejora del desempeño.
- Albrecht K. (1995). Servicio al Cliente Interno. Editorial Paidós.
- Bandler R. (2008) La estructura de la Magia. Chile: Cuatro Vientos.
- Chan Kim W., Mauborgne R. (2008) La estrategia del Océano Azul. Barcelona: Verticales de Bolsillo
- EFQM 2010. Modelo EFQM de Excelencia versión 2010. Club de Excelencia para la gestión
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- ISO 1996. ISO 9000 for Small Business. Recomendaciones ISO/TC 176
- OCDE (2005) Manual de Oslo. Guía para la recogida e interpretación de datos sobre Innovación. 3ª ed. Paris-Bruselas: OCDE-EUROSTAT.
- Pande P.S., Neuman R.P., Cavanagh R. (2002). Las claves de Seis Sigma. McGraw Hill
- Ventura Victoria J. (2008) Análisis Estratégico de la Empresa. Paraninfo

## Related Webs

<http://www.aenor.es/> Asociación española de normalización y certificación

<http://www.enac.es/> Entidad nacional de acreditación

<http://www.efqm.org/> Fundación europea para la gestión de la calidad

[http://www.conacyt.gob.sv/Indicadores%20Sector%20Academcio/Manual\\_de\\_Oslo%2005.pdf](http://www.conacyt.gob.sv/Indicadores%20Sector%20Academcio/Manual_de_Oslo%2005.pdf) Guía para la recogida e interpretación de datos sobre la innovación

## Recommendations for the study

Regular use of the UCAM Virtual Campus resources; group debates as a preparation of presentations and projects; consulting the recommended bibliography for each topic; participation in all the suggested activities.

## Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.