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TEACHING GUIDE
BUSINESS STRATEGY AND MANAGEMENT
2026-27

GENERAL DATA

Name:	BUSINESS STRATEGY AND MANAGEMENT
Code:	801344 (BUSINESSTECH)
Course:	2025-26
Qualifications:	Bachelor's Degree in Business, Innovation and
Number of credits (ECTS):	6
Location in the curriculum:	2nd. Course, 2nd. Semester
Department:	Strategic management and organization
Head of department:	Dr. Cristina Cáliz
Date of last revision:	October 2025
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1. OVERVIEW

The main objective of the subject of Strategy and Business Management is to offer a systematic understanding of the strategic management and management processes of organizations in dynamic and competitive environments. The course provides the theoretical foundations and analytical tools necessary to identify, formulate and implement business strategies aimed at creating and sustaining competitive advantage.
In the field of strategy, the subject analyzes basic concepts such as the mission, vision, and corporate objectives, as well as methodologies for evaluating the external environment and the internal capabilities of the organization. Instruments such as SWOT analysis, Porter's five forces model, the value chain and other strategic analysis frameworks are used to diagnose the company's situation and guide long-term decisions.
In terms of business management, the mechanisms that ensure the translation of strategic decisions into policies and concrete actions within the functional areas of the organization are highlighted: production, marketing, finance, human resources and innovation.
It also examines the importance of organisational culture, change management and corporate social responsibility as key elements to ensure the coherence and sustainability of the strategy adopted.

2. OBJECTIVES

- Have an overview of strategic management and become familiar with its key contents and professional terminology.
- Recognize the different phases of the strategic process and the importance and interrelatedness of the different strategic phases.

- Know how to use and correctly apply the main tools of strategic diagnosis both externally and internally.

- Understand and analyze the various types of generic competitive strategies as well as when to apply the different generic competitive strategies taking into account the life cycle of the industry.
- Understand the importance of technological innovation and its application in the different life cycles of the industry.
- Understand and know how to identify the different types of growth and diversification strategies.
- Understand the importance of globalization, strategies in an international environment, and the different types of mechanisms for going to international markets.
- Understand the importance and main tools of the implementation and control phase of the strategy.

3. LEARNING OUTCOMES

Design and evaluate effective business strategies, using analytical tools and data-driven decision-making.

4. CONTENTS

TOPIC 1. Introduction to Strategic Management

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Define the basic concepts of strategy.
- Know the importance of strategic phases.
- Understand the rational process and the factors that influence this process.
- Establish a framework for analyzing all phases of strategic management.

Contents

1.1 The concept of strategy and levels.
1.2 Phases of the strategic process.
1.3 Rational strategy process.
1.4 Emergent and deliberate strategies.

TOPIC 2. Orientation and Values

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Understand the importance of defining the mission, vision and business objectives well.
- Understand that the main goal of the company is to improve performance and how it can be measured.
- Identify stakeholders and the impact they have on corporate objectives.
- Understand the importance of CSR and ethics.

Contents

2.1 Mission, Vision and Business Objectives.
2.2 Value creation.
2.3 Corporate governance and stakeholders.
2.4 CSR and Business Ethics.

TOPIC 3. Business Environment Analysis

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Identify the specific threats and opportunities of the environment for each company.
- Apply the different tools to analyze the general and competitive environment.
- Identify segments within the industry.

Contents

3.1 What is the business environment?
3.2 Analysis of the general environment.
3.3 Analysis of the competitive environment.

TOPIC 4. Analysis of the internal environment

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Identify the strengths and weaknesses of the company.

- Analyze the company's resources and capabilities to identify activities that add value.
- Use the SWOT matrix to summarize the strategic analysis.

Contents

4.1 Internal diagnosis of the company.
4.2 Value chain.
4.3 Analysis of Resources and Capacities.
4.4 SWOT analysis.

TOPIC 5. Competitive Strategies

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Define strategy and competitive advantage and see how it is created and maintained.
- Analysis of the key factors to apply generic competitive strategies.
- Understand the difference between generic competitive strategies and the strategy clock.
- Apply the different competitive strategies in the different cycles of the industry.

Contents

5.1 Strategy and competitive advantage.
5.2 Generic competitive strategies.
5.3 The strategy clock.
5.4 Competitive strategies in the life cycles of the industry.

TOPIC 6. Development directions

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Know the variables that define the company's scope of action.
- Identify and differentiate the concepts of growth and development.
- When they must use the different development strategies.

Contents

6.1 The scope of action of the company.
6.2 Expansion strategies.
6.3 Diversification strategies.
6.4 Restructuring of the business portfolio.

TOPIC 7. Development Methods

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Understand the differences between internal and external development.
- Analyze the characteristics of the different forms of mergers and acquisitions.
- Analyze the characteristics of the different strategic alliances.

Contents

7.1 Types of development.
7.2 Types of mergers and acquisitions.
7.3 Strategic Alliances.

TOPIC 8. Internationalization

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Understand the characteristics of a multinational company.
- Know the key aspects to compete in an international environment.

- Know when to apply the different input mechanisms.
- Identify the key aspects to run an international company.

Contents

8.1 The multinational company.
8.2 Factors that determine strategy in an international environment.
8.3 Strategies for entering international markets.
8.4 How to run an international company.

TOPIC 9. Strategic Implementation

Specific learning outcomes

The student, after studying the topic and performing the exercises, will be able to:

- Identify the criteria for selecting strategies.
- Identify the importance of implementing strategies .
- Know the concepts of planning and control.

Contents

9.1 The process of evaluating and selecting strategies.
9.2 Key aspects to implement the strategy.
9.3 Define the organization's support.
9.4 Administrative support systems.

5. TEACHING AND LEARNING METHODOLOGY

Blended group:

It is based, on the one hand, on participatory lectures complemented by reading and/or viewing and analyzing, in advance, both the audiovisual material and the documentation that is included in the virtual campus for each of the topics.
On the other hand, practical classes will be developed that, together with the audiovisual and documentary material made available to the student on the virtual campus and the realization of work at home, allow the concepts and procedures that have been presented to the expository classes to be reaffirmed, thus being equated to the teaching services of the face-to-face modality.

The main activities that will be carried out are:

- Study and preparation of content.
- Exhibition classes linked to the teaching and audiovisual material of the virtual campus.
- Group/cooperative work with the presence of the teacher.
- Ability to implement revision classes of those contents or subjects that, due to the circumstances or their very essence, present greater objective difficulties for the student body as a whole. In any case, the corresponding Study Management will determine, in each case, the scope and relevance.

Performance, by the student, of the main activities proposed in the face-to-face modality, although in this case, they will be developed at home and will be delivered to the educational platform.

6. EVALUATION

In accordance with the Bologna Plan, the model rewards the constant and continuous effort of students.

40% of the grade is obtained from the continuous evaluation of the directed activities and the remaining 60% from the final face-to-face exam. The final exam has two sittings.

The final grade of the subject (NF) will be calculated based on the following formula:

- **NF = Final Exam Grade x 60% + Continuous Evaluation Grade x 40%**
- The minimum grade of the final exam to calculate the NF will be 40 points out of 100.
- The subject is approved with an NF equal to or greater than 50 points out of 100.

Blended group:

Type of activity	Description	% Evaluation	
Deliveries:			**40%**
	3 Exercises	30%	
	Group work	35%	
	Case Study	35%	
Final exam	**Face-to-face**		**60%**
	Multiple choice questionnaire	40%	
	Questions to develop	60%	

7. BIBLIOGRAPHY

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Whittington, R., Regnér, P., Johnson, G., Angwin, D., & Scholes, K. (2019). Exploring strategy. Pearson UK.