



Business Strategy
Master in Business
Administration (MBA)
2021/2022



UNIVERSIDAD
NEBRIJA

TEACHING GUIDE

Subject: Business Strategy

Title: Master in Business Administration (MBA)

Academic Course: 2021-2022

Character: Obligatory

Language: Spanish/English

Modality: Face-to-face/Blended/Distance

Credits: 6 ECTS

Semester: 1º

Teachers/Teaching Team: Prof. Mr. Ramón Gascón Alonso / Prof. Mr. Jorge Hernando Cuiñado PhD

1. COMPETENCES AND LEARNING OUTCOMES

1.1. Competences

Basic Skills

CB7. That students know how to apply the knowledge acquired and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. That students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Skills

CG6. The student must be able to act autonomously in the planning and implementation of business projects and decisions.

CG7. The student must be able to perform different roles within a company team, particularly that of a leader.

CG9. The student must be able to act autonomously within a framework of responsible freedom, in the business environment.

CG10. The student must be able to add value to the company through their creativity and participation.

CG11. Ability to integrate the values and policies of effective equality in the organization and governance of the company, especially between women and men and attention to disability.

Specific Skills

CE4. Analyze the strategic situation of a company and its product or service, and make decisions for the implementation of the marketing strategy embodied in a marketing plan.

CE7. Analyze and interpret the accounting and financial value of a company, and be able to use that information in decision-making in the field of the company.

CE9. Analyze and interpret the company's Balanced Scorecard with its key indicators, and be able to use it in decision-making in the business environment.

CE10. Being able to evaluate and reorganize the operational and logistical processes of a company for its improvement in the business environment.

1.2. Learning Outcomes

- Know and understand the definition of the objectives, policies and strategies for the future of the company.
- Understand the monitoring and control processes.
- Know and understand the coherent and effective methodology for an adequate formulation, implementation and development of business strategies.
- Know and understand the phases of diagnosis, evaluation and strategic choice.
- Understand the different strategic options, to face the solution of different strategic problems, in different competitive environments.
- Learn about international trends: internationalization as a strategy, strategic alliances, the management of international companies and international strategic analysis.

2. CONTENTS

2.1. Previous requirements

None.

2.2. Description of the contents

- Definition of the objectives, policies and strategies for the future of the company,
- Monitoring and control processes.
- Coherent and effective methodology for an adequate formulation, implementation and development of business strategies.
- Stages of diagnosis, evaluation and strategic choice.
- Strategic options, to deal with the solution of different strategic problems, in different competitive environments.
- International trends: internationalization as a strategy, strategic alliances, international business management and international strategic analysis.

2.3. Teaching methodologies

During the course, activities, practices, reports or projects may be developed in which students show examples of application of the methods and techniques developed in the subject.

2.4. Formation Activity:

| Formation Activity | | |
|---------------------------|-------|---------------------------|
| Modality Face-to-face: | | |
| Formation Activity | Hours | Percentage of presence AF |
| AF1 | 35 | 100% |
| AF2 | 10 | 100% |
| AF3 | 10 | 25% |
| AF4 | 55 | 0% |
| AF5 | 30 | 0% |
| AF6 | 10 | 100% |
| Modality Blended: | | |
| Formation Activity | Hours | Percentage of presence AF |
| AF1 | 35 | 0% |
| AF2 | 10 | 0% |
| AF3 | 30 | 25% |
| AF4 | 55 | 0% |
| AF5 | 10 | 0% |
| AF6 | 10 | 50% |
| Modality Distance: | | |
| Formation Activity | Hours | Percentage of presence AF |
| AF1 | 35 | 0% |
| AF2 | 20 | 0% |
| AF3 | 20 | 0% |
| AF4 | 55 | 0% |
| AF5 | 10 | 0% |
| AF6 | 10 | 20% |

Teaching methodologies:

Modality Face-to-face: MD1; MD2; MD3; MD4

Modality Blended: MD1; MD2; MD3; MD4

Modality Distance: MD1; MD2; MD3; MD4

| TEACHING METHODOLOGIES OF THE PROPOSED TITLE | |
|---|------------------------------|
| Code | Teaching Methodologies |
| MD1 | Case Method |
| MD2 | Cooperative Learning |
| MD3 | Problem Based Learning (PBL) |
| MD4 | Master class |

3. EVALUATION SYSTEM

3.1. Grading system

The final grading system will be expressed numerically as follows:

- 0 - 4.9 Fail (SS)
- 5.0 - 6.9 Pass (AP)
- 7.0 - 8.9 Notable (NT)
- 9.0 - 10 Excellent (SB)

The mention of "academic honors" may be awarded to students who have obtained a grade equal to or greater than 9.0.

3.2. Evaluation criteria

| Code | Evaluation System | Description |
|------|--------------------------------|--|
| SE1 | Development in individual work | Student performance in individual work in solving exercises or cases |
| SE2 | Development in group work | Student performance in group work in solving exercises or cases |
| SE3 | Final face-to-face test/exam | Face-to-face final test/exam |

Modality Face-to-face:

To successfully pass any subject / subject, the student must pass the final exam in person. That is, in the final exam, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

Ordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 25 | 25 |
| SE2 | 25 | 25 |
| SE3 | 50 | 50 |

Extraordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 50 | 50 |
| SE2 | 0 | 0 |
| SE3 | 50 | 50 |

Modality Blended:

Ordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 35 | 35 |
| SE2 | 15 | 15 |
| SE3 | 50 | 50 |

Extraordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 50 | 50 |
| SE2 | 0 | 0 |
| SE3 | 50 | 50 |

Modality Distance:

Ordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 40 | 40 |
| SE2 | 10 | 10 |
| SE3 | 50 | 50 |

Extraordinary Call

| Evaluation System | Minimum weight % | Maximum weight máxima % |
|-------------------|------------------|-------------------------|
| SE1 | 50 | 50 |
| SE2 | 0 | 0 |
| SE3 | 50 | 50 |

In any case, passing any subject, without exception, for the three modalities is subject to passing the corresponding final face-to-face test/exams.

3.3. Restrictions

Minimum qualification

To successfully pass any subject, the student must pass the final exam in person. That is, in the final exam/test, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

Assistance

The student who, unjustifiably, fails to attend more than 25% of the face-to-face classes may be deprived of the right to take the exam in the ordinary call.

Writing rules

Special attention will be paid in the written assignments, practices and projects, as well as in the exams/test both the presentation and the content, taking care of the grammatical and spelling aspects. Failure to comply with the acceptable minimums may result in points being deducted in said work.

3.4. Plagiarism warning

The Antonio de Nebrija University does not tolerate plagiarism or copying under any circumstances. Plagiarism is considered the reproduction of paragraphs from texts of authorship different from that of the student (Internet, books, articles, work of colleagues ...), when the original source from which they come is not cited. The use of quotes cannot be indiscriminate. Plagiarism is a crime.

If this type of practice is detected, it will be considered a Serious Misconduct and the sanction provided for in the Student Regulations may be applied.

4. BIBLIOGRAFY

Basic Bibliografy

- Grant, R.M., Dirección Estratégica. Madrid: Ed. Civitas.
- Johnson, G., Scholes, K., Whittington, R., Dirección Estratégica. Madrid: Ed. Pearson PrenticeHall.
- Cohen, D., Plan Estratégico de la Nueva Empresa. En El Arte de Emprender: Manual para la Formación de Emprendedores. Madrid: Universidad Antonio de Nebrija (Servicio de Publicaciones).

- Cohen, D., Responsabilidad Social y Ética del Directivo vs. Responsabilidad Social de la Empresa: Necesidad e Importancia de Estrategias para el Cambio. En Ética y Responsabilidad Social en el Marco de las Organizaciones. Colombia: Universidad EAN.

Recommended Bibliografy

- Navas López, J. E., Guerras Martín, L. A., La Dirección Estratégica de la Empresa: Teoría y Aplicaciones. Madrid: Ed. Thomson - Civitas.