

TEACHING GUIDE

STRATEGIC MANAGEMENT AND CORPORATE POLITICS II

GRADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (INGLÉS)

ACADEMIC YEAR 2026-27

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I.-Subject Identification

Type	OBLIGATORIA
Teaching period	3 course, 2Q semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

Strategic Management has long become the dominant paradigm for understanding the development of business activity in an increasingly challenging environment such as the present one. The Strategic Management model seeks to embed the firm's activities within its external environment, enabling it to respond effectively both to the opportunities and favorable conditions it presents, as well as to the potential challenges and threats that may arise. All of this is achieved without losing sight of the firm's internal resources, capabilities, and strengths, as well as any weaknesses it may still have. The model therefore entails a global and long-term vision of the firm.

The objective of this course is to examine the strategic management process, with particular emphasis on the formulation and implementation of strategies. Within the formulation stage, corporate strategies (directions and methods of business development) will be studied in depth. Regarding strategy implementation, the course will address the key implementation variables, with special attention to the role of management, organizational culture, and organizational structure. In this sense, the course completes the study of the Strategic Management process initiated in *Strategic Management I*, where, in addition to general aspects, issues related to strategic analysis and strategy formulation (mainly at the competitive level) were examined. Furthermore, it is advisable to enroll in this course after having successfully completed *Introduction to Business*, that is, after acquiring basic general knowledge about the firm, as well as *Strategic Management and Business Policy I*.

III.-Learning outcomes

CI01. Ability to analyse and synthesise: analysis, synthesis, evaluation and decision-making based on relevant information records on the company's position and potential growth.
 CI03. Spoken and written native language skills: understanding and ability to correctly communicate in different scenarios in Spanish. Ability to make oneself understood by superiors and subordinates in a clear and concise manner and draft advisory reports and (global or functional area) business management projects
 CI06. Ability to analyse, search for and interpret information from different sources: ability to identify sources of relevant economic data, obtain and select information that non-professionals are not capable of recognising
 CI07. Ability to solve problems
 CP01. Ability to work in an interdisciplinary team.
 CS01. Ability to study independently.
 CS06. High standards of quality.
 CPR01. Practical application of knowledge.
 CE01. Skills, Knowledge, both basic and specialized on the understanding of the operation, management and control of the different functional areas of the Company Business Organisation
 CP06. Strategic vision of the business management
 CP13 . Ability to solve problems both financial valuation of funding decisions as business investment

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.



IV.-Contents

IV.A.-Syllabus

Block	Lessons	
I.- Corporate Strategies	Lesson 1. Directions of the development of the firm	1.1. The definition of the scope of the firm
		1.2. Expansion strategies
		1.3. Diversification strategies
		1.4. Vertical integration
		1.5. Corporate restructuring
	Lesson 2. The management of diversified firms	2.1. Corporate strategy and value creation
		2.2. Strategic Business Units (SBUs)
		2.3. Basic models of management for diversified firms
		2.4. Portfolio analysis
	Lesson 3. Development methods: M&A	3.1. Internal development versus external development
		3.2. Kinds of mergers and acquisitions (M&A) of firms
		3.3. Strategies for downsizing
		3.4. The management of M&A
	Lesson 4. Development methods: cooperation strategies	4.1. Cooperation strategies
		4.2. Advantages and pitfalls of cooperation
		4.3. Kinds of cooperation agreements
		4.4. The management of cooperation agreements
	Lesson 5. The internationalization of the firm	5.1. The multinational firm
		5.2. Global competence: features and strategies
		5.3. Strategies of penetration in foreign markets
		5.4. The management of the multinational firm
II. Strategic Implementation	Lesson 6. Evaluation and implementation of strategies	6.1. The generation of strategic alternatives
		6.2. The process of evaluation and choice of strategic alternatives
		6.3. The implementation of the strategy
		6.4. Organizational change
	Lesson 7. The organizational support of strategic implementation	7.1. The organizational structure of the firm
		7.2. Strategic leadership
		7.3. The strategic management of human resources
		7.4. Organizational culture



	Lesson 8. Strategic planning and control	8.1. Strategic planning 8.2. The activities of strategic planning 8.3. Strategic control 8.4. The internal control of business units
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IV.B.-Training activities	
Type	Title
Lectures	Readings about different contents using Aula Virtual
Other activities	Study of the contents of the subject
Resolution of exercises, problems, case studies	Individual or group work
Other activities	Theoretical and practical face-to-face sessions
Other activities	Academic tutorials
Resolution of exercises, problems, case studies	On-line or face-to-face evaluation activities

V.-Student workload	
Theoretical sessions	30
Resolution of exercises, problems, case studies, etc.	26
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	4
Academic tutorials	30
Related activities: conferences, seminars, etc.	18
Preparation of theoretical sessions and self-study	25
Preparation of practical tasks, exercises, case studies, projects, etc.	25
Preparation for tests and/or exams	22
Total student workload	180

VI.-Methodology and academic programme		
Type	Period	Content
Practical sessions	Week 2 to Week 14	AP. Practical activities, which will take place according to a specific schedule which will be provided by the Professor and published at Aula Virtual. This activity will take place at the classroom
Tests and/or exams	Week 3 to Week 16	AP. Two or more presential tests according to the schedule specified by the professor at the beginning of the year
Theoretical sessions	Week 1 to Week 14	AP. Lectures along the classes.
Academic tutorials	Week 1 to Week 14	AP. Academic Tutorials under previous demand through Aula Virtual, along the hours specified by the Professor



VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.

All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.

The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).

Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.

The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities



Evaluation system	Weight	Can be reevaluated in extraordinary call?	Minimum marks to pass	Contents	Date
Theoretical-practical exams. Multiple choice tests along the classes period	30%	Yes. Same format as in ordinary call	1,5 out of 3 points	Between 1 and 3 multiple choice tests	The specific dates will be set by the professor along the teaching period and published at Aula Virtual
Individual or group assignments. Group assignments	10%	Yes. Practical case in the final exam	0,5 out of 1 point	Between 1 and 5 assignments.	The specific dates and contents will be set by the professor along the teaching period and published at Aula Virtual
Oral presentation. Group assignments	10%	Yes. Practical case in the final exam	0,5 out of 1 point	Oral presentation in the classroom of one of the assignments	The specific date will be set by the professor along the teaching period and published at Aula Virtual
Problems and practical cases. Individual assignments	20%	Yes. Practical case in the final exam	1 out of 2 points	Practical case	Ordinary call exam date
Theoretical-practical exams. Short theoretical questions	30%	Yes. Same format as in ordinary call	1,5 out of 3 points	Short theoretical questions	Ordinary call exam date

Final marks: Sum of the different evaluation activities

Extraordinary call: All the activities can be reevaluated in the extraordinary call

Anticipated call: The anticipated call will include the same parts as the ordinary call. The evaluation of individual or group assignments (20% of the final marks) can take place through an assignment, after contacting the professor (if the student does not get in touch with the professor, this part will be evaluated in the exam).

Other remarks or clarifications: In order to pass the course, it is necessary to successfully complete each of its components: multiple-choice test (30%, passing mark: 1.5 points), practical assignments (40%, passing mark: 2 points), and short theoretical questions (30%, passing mark: 1.5 points).

However, if the overall weighted score is equal to or higher than 5, and at least two out of the three components have been passed, the final grade may still be a pass, provided that the failed component meets the following minimum thresholds: multiple choice test (1.2), practical assignments (1.5), and short questions (1.2).

VII.B. Assessment of students with academic exemption from class attendance

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.

Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.



VIII.-Teaching resources and materials

Basic bibliography

Navas López, J.E. &Guerras Martín, L.A. (2018). Fundamentals of Strategic Management. Thomson-Reuters Cívitas, Cizur Menor, 2º Ed.

Guerras Martín, L.A.; Navas López, J.E.(2020): Casos de Dirección Estratégica. Thomson Reuters-Cívitas, Cizur Menor, 6º Ed. ISBN: (978-84-1308-975-1)

Guerras Martín, L.A.; Navas López, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones. Thomson-Reuters-Cívitas. Cizur Menor, 6ª edición.

Consultation bibliography

Hill, C. W. L. y Jones, G. R. (2013): Strategic management. An integrated approach, South-Western Cengage Learning, Mason, 10ª edición.

Johnson, G., K. Whittington, R.; Scholes, K. (2011): Exploring strategy, Financial Times-Prentice-Hall, Harlow, 9ª edición.

Dess, G.G.; Lumpkin, G.T.; Eisner, A.B. (2011):"Administración estratégica. Textos y casos", McGraw-Hill, México, 5ª edición.

Grant, R. M. (2014): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson Reuters-Civitas, Cizur Menor, 8ª edición.

Porter, M.E. (2009):Estrategia Competitiva. Técnicas para el Análisis de los Sectores Industriales y de la Competencia, Pirámide, Madrid.

Porter, M.E. (2010): Ventaja Competitiva. Creación y Sostenibilidad de un rendimiento Superior, Pirámide, Madrid.

Ventura Victoria, J. (2008): Análisis Estratégico de la Empresa, Editorial Paraninfo, Madrid

David, F. D. (2013): Strategic management concepts and cases. A competitive advantage approach, Pearson, Boston, 14ª edición (Edición Global).

NAVAS LÓPEZ, J.E.; GUERRAS MARTÍN, L.A. (2023): "Fundamentos de Dirección Estratégica de la Empresa", Thomson Reuters-Civitas, Cizur Menor, 3ª edición.

IX.-Professors

