Universidad Rey Juan Carlos

TEACHING GUIDE

STRATEGIES FOR BUSINESS DEVELOPMENT

MÁSTER U. EN BUSINESS ORGANIZATION (INGLÉS)

ACADEMIC YEAR 2026-27

Q2803011B UNIVERSIDAD REY JUAN CARLOS
Fecha firma: 17/11/2026 23:09 | Hash: 4798a396c19db7cb291289b95e291bb5.

Publication date: 21-06-2026

I.-Subject Identification	
Type	OBLIGATORIA
Teaching period	1 course, 1S semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

This subject presents different Economic approaches developed over the last decades to analyze and study organizations. In addition, it discusses firm's strategic decisions such as growth and development, internationalization, diversification, integration and disintegration from a global perspective. Thus, the first part explains current economic theories or approaches to analyze organizations, and the final block comprises practical applications of those theories.

III.-Learning outcomes

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CG01. Habilidades básicas de gestión de la información en la investigación.
CG02. Capacidad para exponer con argumento los puntos de vista propios y analizar y valorar alternativas en los trabajos de investigación.
CG03. Habilidad para verificar e integrar conocimientos actualizados en el ámbito de la Organización de Empresas.
CG04. Capacidad para aplicar el conocimiento a la práctica de forma creativa.
CT01. Aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios.
CT02. Integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta y limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.
CT03. Comunicar sus conclusiones a públicos especializados y no especializados de un modo claro y sin ambigüedades
CT04. Adquirir habilidades de aprendizaje que permitan continuar estudiando de un modo que habrá de ser en gran medida auto-dirigido y autónomo.
CT05. Desarrollar el razonamiento crítico y la capacidad para realizar análisis y síntesis de la información disponible
CB6 - Poseer y comprender conocimientos que aporten una base u oportunidad de ser originales en el desarrollo y/o aplicación de ideas, a menudo en un contexto de investigación
CB7 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio
CB8 - Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios
CB9 - Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades
CB10 - Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.
CE01. Saber identificar las necesidades y demandas de los contextos en los que se exige la aplicación de herramientas metodológicas y aprender a proponer soluciones adecuadas para las preguntas de investigación que emanan de las líneas derivadas del ámbito de Organización de Empresas
CE02. Desarrollar el razonamiento y pensamiento crítico para realizar análisis de la realidad empresarial a través de la identificación, descripción y diagnóstico de problemáticas empresariales actuales cercanas al entorno en el que el alumno se encuentra utilizando las herramientas estratégico organizativas que desde el área de Organización de Empresas se ofrecen, y que utilizan las organizaciones para su propio diagnóstico.
CE03. Aplicar herramientas metodológicas para la solución de problemas y/o preguntas de investigación en el ámbito estratégico-organizativo
CE04. Saber utilizar herramientas de estrategia y organización para identificar y resolver los problemas, tales como análisis de las 5 fuerzas de Porter, Análisis PESTLE, de factores económicos, sociales, tecnológicos, legales y de entorno, análisis del diamante de Porter, análisis DAFO, modelos de cuadros de mando integrales¿
CE05. Aprender a proponer soluciones apropiadas basándose en los modelos empresariales estudiados.
CE07. Obtener información de forma efectiva lo que implica ser capaz de buscar, gestionar organizar y analizar la información bibliográfica relevante en el ámbito de Organización de Empresas, y en cada línea de investigación propuesta
CE10. Evaluar la investigación proyectada por otros investigadores y profesionales, a través del desarrollo de competencias de lectura y síntesis crítica de artículos de investigación de cada una de las líneas de Organización de Empresas que se enseñan en la titulación
CE12. Conocer los principales modelos teóricos que subyacen en los diversos ámbitos específicos de la investigación. Los alumnos adquieren conocimientos específicos de las teorías más relevantes que explican los comportamientos empresariales, como la Teoría de los Recursos y Capacidades, la Teoría de los Costes de Transacción, la Teoría de Capacidades Dinámicas, la Teoría de la Agencia, la Teoría de Dependencia de Recursos, la Teoría Ecléctica¿.

- 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.

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IV.-Contents

IV.A.-Syllabus

Part I. Foundations

Lesson 1. Markets and organizations
Lesson 2. Markets
Lesson 3. Organizations
Lesson 4. Information
Lesson 5. Game theory

Part II. Economic Approaches to organizations

Lesson 6. Behavioural theory of the firm
Lesson 7. Agency theory
Lesson 8. Transaction cost economics
Lesson 9. Economic contributions to business / competitive strategy
Lesson 10. Economic contributions to corporate strategy
Lesson 11. Evolutionary approaches to organizations
Lesson 12. All in the family

IV.B.-Training activities

Type	Title
Lectures	Scientific articles and academic manuals
Resolution of exercises, problems, case studies	Case discussion

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V.-Student workload	
Theoretical sessions	22
Resolution of exercises, problems, case studies, etc.	22
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	4
Academic tutorials	10
Related activities: conferences, seminars, etc.	2
Preparation of theoretical sessions and self-study	35
Preparation of practical tasks, exercises, case studies, projects, etc.	45
Preparation for tests and/or exams	10
Total student workload	150

VI.-Methodology and academic programme

Type	Period	Content
Theoretical sessions	Week 1 to Week 35	Lectures and development of scheduled activities
Academic tutorials	Week 1 to Week 35	Individual and group tutorials to solve questions and practices
Practical sessions	Week 1 to Week 35	Oral presentations of students' projects

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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

Continuous ordinary assessment
The evaluation system is based on continuous assessment and a final written examination.
Continuous assessment accounts for 40% of the final grade and consists of two components.
Case-based learning activities (30%)
Students are required to prepare and submit case analyses before the corresponding classroom session. Assessment is based not only on the quality of the submitted work but also on active participation during face-to-face sessions, including oral presentations, discussion of alternative solutions, critical reflection, teamwork, and contribution to collective learning.
Given that a substantial part of the assessment derives from real-time interaction, collaborative learning processes, classroom discussion, and oral participation, these activities cannot be reproduced under equivalent conditions during the extraordinary assessment period. Consequently, this assessment activity is non-reassessable and accounts for 30% of the final grade.
Attendance and participation in cross-disciplinary seminars (10%)
Students are expected to attend and actively participate in cross-disciplinary seminars, workshops, guest lectures, and other academic activities organised within the Master's programme. Assessment will be based on attendance, engagement in discussions, and contribution to the learning activities carried out during these sessions.
As these activities rely on direct participation and interaction during specific events that cannot be replicated under equivalent conditions, this assessment activity is non-reassessable and accounts for 10% of the final grade.
Final examination (60%)
The final written examination accounts for 60% of the final grade and is reassessable. Students must obtain a minimum mark of 5 out of 10 in the written examination. The final grade for the subject will be calculated by combining the marks obtained in the continuous assessment activities (40%) and the final written examination (60%). To pass the subject, students must achieve an overall final grade of at least 5 out of 10.
Extraordinary assessment
Students who do not pass the ordinary assessment, or who do not attend the ordinary examination, may take an extraordinary assessment in order to demonstrate the acquisition of the learning outcomes established in this course.
As continuous assessment activities are non-reassessable, the marks obtained during the ordinary assessment period will be maintained for the extraordinary assessment period.
The extraordinary assessment will consist of a written examination, which replaces the ordinary examination and accounts for 60% of the final grade. Students must obtain a minimum mark of 5 out of 10 in this examination.
The final grade in the extraordinary assessment period will be calculated by combining the mark obtained in the extraordinary written examination (60%) with the mark previously obtained in the non-reassessable continuous assessment activities (40%). To pass the subject, students must achieve an overall final grade of at least 5 out of 10.

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.

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VIII.-Teaching resources and materials
Basic bibliography
DOUMA, S. &SCHREUDER, H. 2017: "Economic Approaches to Organizations", 6th Edition, Pearson
Consultation bibliography
BESANKO, D., DRANOVE, D., SHANLEY, M., SCHAEFER, S. 2013: "Economics of strategy", 6th Edition, Willey

IX.-Professors	
Name and surname	JOSÉ MANUEL BERMEJO RUIZ
E-mail address	josemanuel.bermejo@urjc.es
Department	Economía de la Empresa (ADO), Economía Aplicada II y Fundamentos Análisis Económico
Campus	Madrid - Vicálvaro
Category	Investigador
Academic degree	Doctor
Person responsible for the subject	Yes
Tutorial timetable	Para consultar las tutorias póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	0
Number of sexennia	0
No. of positive evaluations by Docentia	2

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