UNIVERSIDAD DE CASTILLA - LA MANCHA

GUÍA DOCENTE

1. General information

Course: STRATEGIC FACTORS IN THE MANAGEMENT OF NEW BUSINESSES
Code: 310778
Type: CORE COURSE
ECTS credits: 6
Degree: 2341 - MASTERS DEGREE PROGRAMME IN BUSINESS INITIATIVE: ANALYSIS AND STRATEGIES
Academic year: 2019-20
Center: 403 - FACULTY OF LAW AND SOCIAL SCIENCES OF C. REAL
Group(s): 20
Year: Sin asignar
Duration: First semester
Main language: Spanish
Second language: English
Use of additional languages:
English Friendly: Y
Web site:
Bilingual: N

Lecturer: **MARIO JAVIER DONATE MANZANARES** - Group(s): **20**

Building/Office	Department	Phone number	Email	Office hours
Facultad de Derecho y Ciencias Sociales, módulo d, desp. 2	ADMINISTRACIÓN DE EMPRESAS	926295300; Ext. 6323	mariojavier.donate@uclm.es	Jueves 11:00-14:00 Viernes: 10:00-13:00

2. Pre-Requisites

It is advisable that the student have studied previous, basic aspects of the Strategic Management discipline.

3. Justification in the curriculum, relation to other subjects and to the profession

This subject is included in Master's module II "international businesses and business and marketing strategies". Specifically, it deals with the application of ideas to create new firms and businesses, and strategic assesments from plans allowing a firm the anticipation to industry competitors, and also the development of competitive advantages from the explotation of company resources and capabilities. It tries to offer a practical perspective, for which real company cases will be analysed by the students. They will also use tools and strategic models widely implemented in the business and management practise worldwide.

For a firm, choosing the type of business and markets where to compete is the starting point of its entreprenurial activity and the most strategical decision, through the creation of a new firm of through the modification of the activity field of a currently compiting company. This election depends on the analysis of multiple variables, which will try to identify business oportunies in either narrow markets, or new created markets, or high-growth potential markets. All the aspects related with the management of new business should be included into the strategic plan or business plan of a company. In this subject we will also look at the internal aspecs of the firm that are related to Human Resource Management, Operations Management, and Strategic Management of Technology and Innovation.

4. Degree competences achieved in this course

Course competences

Code	Description
CB06	Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.
CB07	Apply the achieved knowledge and ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to the area of study
CB08	Be able to integrate knowledge and face the complexity of making judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of knowledge and judgments
E02	Ability to carry out all phases in the firm creation process and to identify and evaluate business opportunities.
E03	Ability to develop a realistic and reliable business plan.
E04	Ability to extract relevant information from the business economic environment, and to apply it to decision making.
E06	Ability to plan the firm adaptation strategy to changes in the economic, legal, social and cultural environment, with special emphasis on the internationalization process.
E08	Ability to evaluate the technical, strategic and commercial viability of business initiatives.
G01	Ability to communicate orally, and in writing in a clear and synthetic way using ICT
T02	Ability to work in a team, lead groups and cooperate in the realization of projects.

5. Objectives or Learning Outcomes

Course learning outcomes

Description

Understand the implications of business initiatives for the management of the company according to a strategic approach

Identify the diversification and internationalization strategies applied by companies and justify what options would be the best

Identify the implications of the development of new businesses in the operations management

Identify the implications of the development of new businesses in the management of human resources

Identify business opportunities through strategic analysis

6. Units / Contents

Unit 1: Strategic planning of new business initiatives
Unit 2: Competitive strategies for new businesses
Unit 3: Growth and development strategies for new businesses
Unit 4: Strategic Implementation aspects for new businesses
Unit 5: Implications of human resource managment and operations management for new businesses

7. Activities, Units/Modules and Methodology

Training Activity	Methodology	Related Competences (only degrees before RD 822/2021)	ECTS	Hours	As	Com	R	Description
Class Attendance (theory) [ON-SITE]	Lectures	E02 E03 E04 E06 E08	0.6	15	N	-	-	Master classes. In the blended learning modality, in-class equivalence for this activity is 5 hours.
Class Attendance (practical) [ON-SITE]	Combination of methods	CB06 CB07 CB08 E02 E03 E04 E06 E08	0.78	19.5	Y	Y	N	Business cases, debates and other activities such as academic seminars and workshops. In the blended-learning modality, in-class equivalence for these activities is 7 hours.
Project or Topic Presentations [ON-SITE]	Individual presentation of projects and reports	CB06 CB07 CB08 G01	0.32	8	Y	Y	N	Presentations. In the blended-learning modality, in-class equivalence for this activity is 4 hours.
Group tutoring sessions [ON-SITE]	Group tutoring sessions	E02 E04 E06 E08	0.1	2.5	N	-	-	Problem solving. Resolución de dudas. In the blended-learning modality, in-class equivalence for this activity is 2,5 hours.
Final test [ON-SITE]	Assessment tests	CB06 CB07 CB08 E02 E03 E04 E06 E08	0.2	5	Y	Y	Y	Evaluation tests proposed by the Professor. In the blended-learning modality, in-class equivalence for these activities is 5 hours.
Writing of reports or projects [OFF-SITE]	Combination of methods	CB06 CB07 E02 E03 E04 E06 E08 G01 T02	2.6	65	Y	Y	N	Cases and other assignments proposed by the Professor.
Study and Exam Preparation [OFF-SITE]	Self-study	CB06 CB07 CB08 E02 E03 E04 E06 E08	1.4	35	N	-	-	Preparation of assignments and exams.
		Total:	**6**	**150**				
		Total credits of in-class work: 2						**Total class time hours: 50**
		Total credits of out of class work: 4						**Total hours of out of class work: 100**

As: Assessable training activity
Com: Training activity of compulsory overcoming
R: Rescheduling training activity

8. Evaluation criteria and Grading System

	Grading System		
Evaluation System	**Face-to-Face**	**Self-Study Student**	**Description**
Final test	30.00%	30.00%	The exam may consist of a final project or a general evaluation of the subject.
Oral presentations assessment	20.00%	20.00%	Individual or group presentation of academic works
Theoretical papers assessment	50.00%	50.00%	Analysis of academic papers, case resolution, and other assignments.
Total:	**100.00%**	**100.00%**	

Evaluation criteria for the final exam:
It will be evaluates the quality of cases resolution, the analysis of scientific papers, and the work and participation of the students in in-class activities.
Specifications for the resit/retake exam:
No further particularities have been established for this resit.
Specifications for the second resit / retake exam:
No further particularities have been established for this resit.

9. Assignments, course calendar and important dates

Not related to the syllabus/contents

Hours	hours
Class Attendance (theory) [PRESENCIAL][Lectures]	15
Class Attendance (practical) [PRESENCIAL][Combination of methods]	19.5
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	8
Group tutoring sessions [PRESENCIAL][Group tutoring sessions]	2.5
Final test [PRESENCIAL][Assessment tests]	5
Writing of reports or projects [AUTÓNOMA][Combination of methods]	65
Study and Exam Preparation [AUTÓNOMA][Self-study]	35

Global activity

Activities	hours
Class Attendance (theory) [PRESENCIAL][Lectures]	15
Class Attendance (practical) [PRESENCIAL][Combination of methods]	19.5
Project or Topic Presentations [PRESENCIAL][Individual presentation of projects and reports]	8
Group tutoring sessions [PRESENCIAL][Group tutoring sessions]	2.5
Final test [PRESENCIAL][Assessment tests]	5
Writing of reports or projects [AUTÓNOMA][Combination of methods]	65
Study and Exam Preparation [AUTÓNOMA][Self-study]	35
Total horas:	150

10. Bibliography and Sources

Author(s)	Title/Link	Publishing house	Citv	ISBN	Year	Description
Burgelman, Robert A.	Strategic management of technology and innovation	McGraw-Hill Irwin		978-0-07-338154-1	2009	
Robert M. Grant	Contemporary Strategic Management, 8th edition	John Wiley and Sons		978-1-118-56069-3	2013	
Schilling, Melissa A.	Strategic management of technological innovation	McGraw-Hill		978-0-07-802923-3	2013	