SUBJECT DESCRIPTION

BUSINESS POLICY

4TH YEAR | 1ST SEMESTER

DEGREE: BUSINESS MANAGEMENT

IN-CLASS TEACHING

ACADEMIC YEAR: 2018/2019

SCHOOL OF BUSINESS & ECONOMICS
1. COURSE IDENTIFICATION

1.- SUBJECT:

<table>
<thead>
<tr>
<th>Name</th>
<th>Business policy</th>
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<tbody>
<tr>
<td>Code</td>
<td>b403</td>
</tr>
<tr>
<td>Year(s) course is taught</td>
<td>4th</td>
</tr>
<tr>
<td>Semester(s) when the course is taught</td>
<td>1st</td>
</tr>
<tr>
<td>Type</td>
<td>Compulsory</td>
</tr>
<tr>
<td>ECTS of the course</td>
<td>6</td>
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<tr>
<td>Hours ECTS</td>
<td>30</td>
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<tr>
<td>Language</td>
<td>English and Spanish</td>
</tr>
<tr>
<td>Teaching</td>
<td>In-class teaching</td>
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<tr>
<td>Degree(s) in which the course is taught</td>
<td>Business Management</td>
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<tr>
<td>School of</td>
<td>Business &amp; Economics</td>
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2.- ORGANIZATION OF THE COURSE:

<table>
<thead>
<tr>
<th>Department</th>
<th>Business Economy</th>
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<tr>
<td>Area of knowledge</td>
<td>Business Management</td>
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2. LECTURERS OF THE COURSE

1.- LECTURERS:

<table>
<thead>
<tr>
<th>Responsible of the Course</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Cristina Elorza Aranzabal</td>
</tr>
<tr>
<td>Phone (ext)</td>
<td>91 456 63 00 (5657)</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:eloara@ceu.es">eloara@ceu.es</a></td>
</tr>
<tr>
<td>Office</td>
<td>JRB 1.09</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lecturer(s)</th>
<th>CONTACT</th>
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</thead>
<tbody>
<tr>
<td>Name</td>
<td>Manuel Ramón Tejeiro Koller</td>
</tr>
<tr>
<td>Phone (ext)</td>
<td>91 456 63 00 Ext.: 5427</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:manuel.tejeirokoller@ceu.es">manuel.tejeirokoller@ceu.es</a></td>
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<th>Lecturer(s)</th>
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<tbody>
<tr>
<td>Name</td>
<td>Mª del Mar Ramos González</td>
</tr>
<tr>
<td>Phone (ext)</td>
<td>91 456 63 00 Ext. 5368</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:mariamar.ramosgonzalez@ceu.es">mariamar.ramosgonzalez@ceu.es</a></td>
</tr>
<tr>
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<td>JRB 1.01</td>
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2.- TUTORIALS:

For any queries students can contact lecturers by e-mail, phone or visiting their office during the teacher’s tutorial times published on the students’ Virtual Campus.

3. COURSE DESCRIPTION

The Business Policy, its implication in the decisions and decision processes from the corporate Dimension of the company, taking into account the Strategic and Competitive Analysis.

This subject forms an essential part of the Business Management subject that gives name to the title of the current degree.

To pass Business Policy students must have passed the credits of Management and Organization of Companies I and II

4. SKILLS

1.- COMPETENCIES

BASIC SKILLS

BS1 Students should have demonstrated that they have gained knowledge of and understand an area of study at a level beyond secondary education that, even though based on advanced text books, it also includes aspects that are acquired from knowledge deriving from the state-of-the-art of the field of study.

BS2 Students should know how to apply their knowledge to their work or vocation in a professional manner and should have the skills that are usually demonstrated by compiling and defending arguments and resolving problems within their area of study.

SPECIFIC SKILLS

SS2 Capacity to run and manage a company effectively and efficiently from the perspective of Marketing Management as a component of a company’s value chain.

2.- LEARNING OUTCOMES:

Learning outcomes

Analyze the strategic situation of the company.

Identify strategic potentials.

5. LEARNING ACTIVITIES
1.- DISTRIBUTION OF STUDENTS’ ASSIGNMENT:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>On-campus hours</th>
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<tbody>
<tr>
<td>EA1</td>
<td>Lecture</td>
<td>15</td>
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<tr>
<td>EA2</td>
<td>Seminar</td>
<td>30</td>
</tr>
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<td>EA4</td>
<td>Practice</td>
<td>15</td>
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<td></td>
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<tr>
<th>Code</th>
<th>Name</th>
<th>Not on-campus hours</th>
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<tbody>
<tr>
<td>EA0</td>
<td>Independent Work</td>
<td>120</td>
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EDUCATIONAL ACTIVITY DEFINITION

**Independent Work (EA0)**

Educational activity whereby students independently manage their own learning by the study of the course material.

**Lecture (EA1)**

Educational activity focused especially on the competence of the students to acquire the basic knowledge of the field of Economic Science and its interrelation as well as basic knowledge of the disciplines related to Economics, both from a theoretical and applied point of view. Priority is given to the transmission of knowledge by the professor, requiring of the student prior preparation or subsequent study.

**Seminar (EA2)**

Educational activity focused especially on the competence of the students to develop the learning skills enabling them to assimilate content acquired beforehand, while relating economic concepts and those of similar and/or auxiliary disciplines and different theoretical and methodological approaches. Students study each subject in depth to a large extent independently. This educational activity is also centered on encouraging students to acquire the skills necessary to communicate their conclusions – and the understanding and underlying reasons supporting them – to both the specialist and non-specialist public clearly and unequivocally. Priority is given to the participation of students and their sharing of the reasoned interpretation of knowledge and the sources of their fields of study, all of which is coordinated by the professor.

**Practice (EA4)**

Educational activity focused especially on the competence of the students to collect, manipulate and process relevant data and variables for economic, statistical, financial, accounting and tax analyses. Priority is placed on students undertaking activities that involve the application of theoretical and/or technical knowledge acquired, which may be done individually or in a group, depending on the subject and the skills to be acquired.

6. ASSESSMENT OF LEARNING

1.- ASSESSMENT SYSTEM AND CRITERIA:
2.- REGULAR EVALUATION

The course will be evaluated, using an ongoing evaluation method, which will be composed of:

- One presentation about an application of the content discussed in the course to a real business case. This may be done in a group or individually and has a weight of **10% of the final grade**.

- Written examination, focused on the theoretical content of the course. This has a weight of **30% of the final grade**.

- Case study, applying the discussed frameworks to a real business situation. This activity has a weight of **10% of the final grade**.

- Multiple-choice test, focusing on theoretical concepts and done with the use of interactive software in class. The weight of this activity is **10% of the final grade**.

Final Examination:

- Practical examination: The accumulated knowledge of the subject will be assessed through a final examination, which is composed up of a case study. The weight of this examination is **40% of the final grade**.

- In order for this examination to be taken into account for the calculation of the final grade, the student must obtain **at least a grade of 4.0**.

- Students who do not attend the final exam will be graded with "Not Presented", regardless of whether they have carried out any academic activity of the continuous evaluation (Resolution of the Permanent Commission of the Governing Council at its meeting of June 25, 2014).

EXTRAORDINARY EVALUATION

Students who have not passed the subject in the ordinary call must submit to the extraordinary call, and perform an overall test consisting of two parts:

1. Theoretical test of knowledge that will consist on a written test with questions of reasoning of the subject in order to assess the knowledge acquired by the student. The assessment of this test represents **50% of the final grade**.

2. Practical test that will consist on the analysis of a specific case on which questions will be asked regarding the subject. The assessment of this test represents **50% of the final grade**.

As the schedule of activities or face-to-face tests (exams, practices, exercises, work, presentations, etc.) has been established in advance, these tests will not be repeated for the student, except for reasons of force majeure.

7. COURSE PROGRAMME

1.- COURSE PROGRAMME:
**THEORETICAL:**

UNIT 1. BUSINESS POLICY and the nature of the STRATEGIC DIRECTION
1.1 Previous Policy Concepts
1.2 Business policy and Strategic Management (concept of company as a corporation)
1.3 Strategic Decisions
1.4 The Strategic Management process and its responsibility
1.5 The Strategic Direction of the company as a field of study
1.6 Integrative vision of the Strategic Direction

UNIT 2. CREATION OF VALUE, STAKEHOLDERS AND CORPORATE GOVERNMENT
2.1 The performance of the company: The creation of value
2.2 Interest groups within the company
2.3 The corporate government of the company

UNIT 3. THE ORIENTATION AND VALUES OF THE COMPANY
3.1 The future orientation of the company: mission, vision and values
3.2 The strategic objectives
3.3 Corporate Social Responsibility
3.4 Business ethics

UNIT 4. ANALYSIS OF THE GENERAL ENVIRONMENT
4.1 The environment of the company
4.2 Analysis of the general environment
4.3 The strategic profile of the environment
4.4 Industrial districts
4.5 Analysis of the Future Environment: The Scenario Method

UNIT 5. ANALYSIS OF THE COMPETITIVE ENVIRONMENT
5.1 Delimitation of the competitive environment
5.2 Analysis of the competitive environment: the model of the five forces
5.3 Limitations and extensions of the five forces model
5.4 Industry Segmentation: Strategic Groups
5.5 Analysis of competitors

UNIT 6. INTERNAL ANALYSIS
6.1 The internal diagnosis
6.2 The value chain
6.3 Strategic analysis matrices: portfolio matrices
6.4 Analysis of resources and capacities: identification, strategic evaluation and management
6.5 The SWOT analysis

UNIT 7. COMPETITIVE STRATEGIES AND ADVANTAGES
7.1 Strategy and Competitive Advantage
7.2 The Competitive Advantage in Costs
7.3 The Competitive Advantage in Product Differentiation
7.4 Other models to define competitive strategy: The "strategic clock", business models, blue ocean strategy

UNIT 8. COMPETITIVE STRATEGIES ACCORDING TO TYPE OF INDUSTRY
8.1 Technology industries and the life cycle of the industry
8.2 Competition in new or emerging industries
8.3 Competition in Growing Industries
8.4 Competition in mature industries
8.5 Competition in declining industries
8.6 Competition in technology-based industries

**PRACTICAL WORK PROGRAMME:**

Practical cases, comments and discussion of readings and articles of the topics that make up the theoretical program will be carried out.

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**8. RECOMMENDED READING**
1. ESSENTIAL BIBLIOGRAPHY:


2. ADDITIONAL BIBLIOGRAPHY:


3. WEB RESOURCES:

http://www.cincodias.com/
http://www.expansion.com/
http://www.emprendedores.es/

9. ATTITUDE IN THE CLASSROOM

1. REGULATIONS

Any irregular act of academic integrity (no reference to cited sources, plagiarism of work or inappropriate use of prohibited information during examinations) or signing the attendance sheet for fellow students not present in class will result in the student not being eligible for continuous assessment and possibly being penalized according to the University regulations.

Also, the teaching unit will decide, in each case, the sanction that will be applied to those students who are expelled from the classroom.