

## SYLLABUS

### A. General Information

Course Name	: Strategy I
Code	: EST510
Type of Course	: Mandatory
Prerequisites	: Finance II, Organizational Development, Marketing II, Production Management, Economic Framework of Management.
Co-requisites	: None
Credits	: 10
Location in the curriculum (semester or year)	: 9 <sup>th</sup> Semester
Number of classes per week (including lab or workshops)	: 2 modules
Class hours per academic period	: 68
Class hours of lab or workshops per academic period	: 0

### B. Course Purpose:

Provide modern concepts and basic tools to comprehend strategy at a corporate, competitive and functional level of businesses. Analyze the dynamic environment of industries, including their external and internal forces, identify critical factors to successfully complete and design a strategic plan for new businesses consistent with the capacities of the organizations and with the new opportunities arising in an increasingly globalized market. The purpose is also to inculcate in students ethical actions in business, in addition to autonomy, teamwork, reflective thought and managerial capacity.

This course also aims to develop specific skills for detecting business opportunities, integration and the application of know-how and orientation towards professional development.

This course is located in the study cycle called Professional Qualification and it is related directly to Finance II and Marketing II and transversally to all areas of education.

Generic Skills

Transversal Skills

Specific Skills

Ethics

Autonomy

Teamwork

Reflective Thought

Managerial Capacity

Finding Business Opportunities

Integration and Application of Know-How

Orientation Towards Professional Development

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*\* This syllabus may be subject to change at the beginning of the semester \**

## **C. General Objectives of the Course**

### Conceptual:

- Understand the basic concepts of strategy: identification, assessment, analysis of the industry and competitors, strategic and organizational responses to outside changes.
- Understand the basic nature of the impact that the design of the organization's competencies has and the indispensable consistency between strategy and organization.

### Procedural:

- Develop an analytical capacity to perceive and eventually anticipate, predict and take advantage of the effects of the environment beyond the dynamic forces of the market.

### Attitudinal:

- Appreciate the importance of the knowledge acquired in achieving the success of the organizations led by students.

## **D. Content**

### UNIT 1: The Concept of Strategy

#### Conceptual

- General introduction.
- Understand the historic vision, core concepts and dimensions of strategy.
- Understand the levels of strategy and strategic planning.
- Procedure.
- Analyze the concepts studied.

### UNIT 2: Corporate Strategy

#### Conceptual

- Understand the concepts of Vision, Mission and objectives of the firm.
- Understand the concepts of Growth and Diversification.
- Understand Horizontal Strategy: Business Units.
- Understand Vertical Strategy: Integration.
- Strategic resources and Key Competencies.

#### Procedural

- Design strategies for new businesses.

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### UNIT 3: Competitive Strategy

#### Conceptual

- Understand the concept of the Mission of a business.
- Comprehend the analysis of the company's exterior: the Industry.
- Six Forces Model by Porter
- Understand and comprehend Segmentation and Strategic Positioning.

#### Procedural

- Apply concepts to industrial analysis.
- Design and implement a business strategy taking into account the most important variables involved.

### UNIT 4: Functional Strategy

- Understand the creation of value.
- Understand the internal analysis of the company.
- Recognize the company's value chain.
- Comprehend generic competitive strategies.
- Comprehend sustainable competitive advantages.
- Comprehend competitive industrial dynamics.
- Understand International Strategy: core elements.

#### Procedural

- Analyze cases/situations occurring in areas, settings and regions in the world.
- Implement the strategy: Organization, Leadership and Strategic Control.

#### **E. Teaching Method:**

This course aims to present the above content in a practical manner, so a combination of diverse methods will be used: lectures, facilitation, where there will be group work and debates among students, and case studies. Collaboration will be used by implementing discussions and critical analyses of current events in the nation.

#### **F. Assessment:**

This course will use different assessment procedures in order to gather information on the learning process of students and provide feedback so that they are able to learn. The students will also be informed of these procedures and the assessment criteria by the course professor.

#### Assessment will be as follows:

The educational assessment will consist of quizzes on lectures and readings.

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Formal tests will consist of questions to be able to gather information on the understanding and application of the contents taught.

Mid-term 1

Mid-term 2

Exam

Considerations: Given the participative nature of the course, students must have a minimum 75% attendance record at classes in order to have the right to take the exam, including absences for medical, family or other reasons. The exam grade must also be greater than or equal to 3.0.

## **G. Bibliography:**

Mandatory Texts:

- Strategies for Competitive Leadership, from vision to results, Arnaldo Hax and Nicolás Majluf, Granica-Dolmen
- Strategic Management, concepts and cases, Arthur Thompson and A.J. Strickland, 11<sup>th</sup> edition, Mc Graw-Hill
- Competitive Strategy, Michael E. Porter, Editorial CECSA
- Competitive Advantage, Michael E. Porter, Editorial CECSA

Complementary Texts:

- Strategic Management, Competitiveness and Globalization Concepts, Michael Hitt,
- R.D. Ireland and Robert e. Hoskisson, 5th edition, Thomson
- Strategic Management, Organizational Strategy Analysis, Gerry Johnson and Kevan Scholes, 3rd Edition, Prentice Hall
- Strategic Management, creating competitive advantages, Gregory Dess and G.T. Lumpkin, Mc Graw-Hill
- Contemporary Strategy, analysis, concepts, techniques, applications, Robert M. Grant, Blackwell Publishing.
- Gaining and Sustaining Competitive Advantage, Jay B. Barney, Addison Wesley.

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