



UNIVERSIDAD
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Course Syllabus Strategy

August – December 2018

Term IX

Professor

Marco Ríos- Pita

I. General Course Information

Course	: Strategy	Code	: 0479
Previous Courses	: Leadership & People Direction General Administration	Semester:	2018-II
Credits	: 3	Cycle	: IX
		Quarter	: 2018-II

II. Summary

The course is orientated to develop business skills for the execution of processes related to strategy formulation and implementation, focusing and aligning business forces to achieve a competitive position, and business turnover. Includes the concepts of business strategy, strategic planning, mission, vision, formulation and implementation process, strategy assessment, using models and business tools

III. Course Objectives

The objective of this course is to motivate students to think strategically in different business situations and to develop business skills and competences. The course introduces the students to a framework of value creation and develops concepts that are key to analyze the competitive environment of a company, its internal strengths and weaknesses and competitive position. Students are expected to apply the strategy concepts introduced in the course. Another objective is to be able to formulate, but also to critically analyze various business strategies.

Finally, students will be able to develop strategies and participate in the strategic planning process in a middle, large and multinational enterprise in any industry including the law sector.

IV. Learning Results

- Understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing a firm, assess the attractiveness of the industry and isolate potential sources of competitive advantage and disadvantage.
- Design & understanding of the most important business models in today's industries and markets.
- Develop business level strategies by defining the type of advantage sought, scope of operations and activities required to deliver the chosen strategy. Assess the likely sustainability of firm strategies and competitive positions.
- Create capabilities and competences in competitive strategy.
- Formulate corporate strategies including diversification and integration.
- Increase awareness of the opportunities in Peruvian industries, building strong business skills to create business executives and entrepreneurs.
- Consider how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations.

V. Methodology

The use of academic papers, business cases, and practical application of the knowledge. Students will analyze strategy papers, discuss cases and personalize strategy in real market situations. Business English language will be enhanced by promoting student participation in discussions, presentations, and written papers.

The most important international and local journals in strategic management will be included as a daily mean of debate in class to drive strong interaction and active class room context. A final group project will be presented in the last part of the course, oral and written work will be assessed.

VI. Assessment

The course assessment is continuous to enhance academic performance. Final result is the average of Continuous Assessment (50%), Midterm exam (20%), Final exam (30%). Continuous Assessment includes the result of Reading Tests, Qualified Assessments, cases, homework, student participation and a final strategy project(written and oral presentation)

CONTINUOUS EVALUATION SCHEME (PEP) 50%		
Evaluation Mode	Description	Weight (%)
Reading Tests	4 Reading Quizzes (lowest grade dropped)	15
Business Cases	4 group business cases	20
Qualified Assessment	2 General Evaluations (PCs)	15 15
Group Project	Final Strategy Group Project	20
Other Assessments	Cases, homework, classwork, and class participation	15

The Final Average Grade (PF) is the result of:

$$PF = (0,20 \times EP) + (0,50 \times PEP) + (0,30 \times EF)$$

VII. Course contents

WEEK	CONTENTS	ASSESSMENT
1° August 20 th - 25 th	INTRODUCTION TO STRATEGIC MANAGEMENT <ul style="list-style-type: none"> • What is Strategy? • Strategic management • Strategic competitiveness • Strategic management process 	Group Business Case #1 hand out: Uber: 21 st Century Technology confronts 20 th Century Regulation Groups formation
	Hill & Jones. <i>Strategic Management</i> . Chapter 1. <i>What is Strategy?</i> Michael Porter, HBR.	
2° August 27 th to September 01 st	THE EXTERNAL ENVIRONMENT <ul style="list-style-type: none"> • Opportunities and threats • The external environment • Macro environment (PEST Analysis) 	READING QUIZ #1 Weeks 1-3
	Hill & Jones. <i>Strategic Management</i> . Chapter 2. <i>Reinventing your Business Model</i> . Mark W. Johnson, Clayton M. Christensen, & Henning Kagermann, HBR.	
3° September 03 rd - 08 th	EXTERNAL ANALYSIS: THE STRUCTURAL ANALYSIS OF INDUSTRIES <ul style="list-style-type: none"> • Micro environment - Industry Environment • Porter's Five Forces Model • Industry competitive structure (strategic groups) • Industry Life-Cycle Analysis 	Case Discussion #1
	Hill & Jones. <i>Strategic Management</i> . Chapter 2. <i>The five competitive forces that shape strategy</i> , Michael Porter.	
4° September 10 th - 15 th	INTERNAL ANALYSIS OF THE ORGANIZATION <ul style="list-style-type: none"> • Resources • Capabilities • Core Competencies • Competitive Advantage • The Value Chain 	Group Business Case #2 hand out: Apple and its suppliers: Corporate Social Responsibility READING QUIZ #2 Week 4
	COMPETITIVE ADVANTAGE AND FUNCTIONAL-LEVEL STRATEGIES <ul style="list-style-type: none"> • Competitive advantage and functional level strategies • Superior Efficiency • Superior Quality • Superior Innovation • Superior Customer Responsiveness 	
	Hill & Jones. <i>Strategic Management</i> . Chapters 3 & 4. <i>The core competence of the corporation</i> , C.K. Prahalad and Gary Hamel, HBR. <i>Blue Ocean Strategy</i> , Chan Kim & Renee Mauborgne, HBR	

<p>5°</p> <p>September 17th - 22nd</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON BUSINESS-LEVEL STRATEGY</p> <ul style="list-style-type: none"> • Customer relationships • Cost leadership • Differentiation • Focused strategy • Integrated cost-leadership/differentiation strategy <p>STRATEGIC ACTIONS: STRATEGY FORMULATON RIVALRY AND COMPETITIVE DYNAMICS</p> <ul style="list-style-type: none"> • Model of competitive rivalry • Competitor analysis • Drivers of competitive behavior • Competitive rivalry • Strategic and tactical actions • Competitive dynamics <p>Hill & Jones. <i>Strategic Management</i>. Chapter 5. Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 4. Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 5.</p>	<p>Case Discussion #2</p> <p>Group Business Case Optional & Presentation:</p> <p>A Maestro without Borders: How André Rieu Created the Classical Music Market for the Masses</p>
<p>6°</p> <p>September 24th - 29th</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON RIVALRY AND COMPETITIVE DYNAMICS</p> <ul style="list-style-type: none"> • Model of competitive rivalry • Competitor analysis <p>Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 5.</p>	<p>GENERAL EVALUATION #1</p> <p>Weeks 1-5</p>
<p>7°</p> <p>October 01st - 06th</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON RIVALRY AND COMPETITIVE DYNAMICS</p> <ul style="list-style-type: none"> • Drivers of competitive behavior • Competitive rivalry • Strategic and tactical actions • Competitive dynamics <p>Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 5.</p>	<p>End of Course Group Project – Preliminary</p>
<p>8°</p> <p>October 08th - 13th</p>	<p>MIDTERM EXAM WEEK</p>	
<p>9°</p> <p>October 15th - 20th</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON CORPORATE LEVEL STRATEGY</p> <ul style="list-style-type: none"> • Increasing Profitability Through Diversification • Reasons for diversification • Types of Diversification • Limits and disadvantages of Diversification <p>Hill & Jones. <i>Strategic Management</i>. Chapter 10. Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 6.</p>	<p>Group Business Case #3 hand out: AccordHotel’s Digital Transformation: A Response to Hospitality Disruptor Airbnb</p>

<p>10° October 22nd - 27th</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON MERGER AND ACQUISITION STRATEGIES</p> <ul style="list-style-type: none"> • Mergers • Acquisitions • Reasons for mergers and acquisitions • Challengers for mergers and acquisitions <p>Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chap. 7</p>	<p>READING QUIZ #3 Weeks 9-10</p>
<p>11° October 29th to November 03rd</p>	<p>STRATEGIC ACTIONS: STRATEGY FORMULATON INTERNATIONAL STRATEGY</p> <ul style="list-style-type: none"> • Identification of international opportunities • Benefits of international strategy • International strategies • Entry modes • Risks in an international environment • Strategic competitiveness outcomes • Challenges of international strategies <p>Hill & Jones. <i>Strategic Management</i>. Chapter 8. Hitt, Ireland, & Hoskisson. <i>Strategic Management: competitiveness and globalization</i>. Chapter 8.</p>	<p>Case Discussion #3</p>
<p>12° November 05th - 10th</p>	<p>STRATEGY AND TECHNOLOGY</p> <ul style="list-style-type: none"> • Technical Standards and Format Wars • Strategies for winning a Format War • Costs in High-Technology Industries • Digitalization • Capturing First-Mover Advantages • Technological Paradigm Shifts <p>Hill & Jones. <i>Strategic Management</i>. Chapter 7</p>	<p>Group Business Case #4 hand out: Tesla, Inc.</p> <p>GENERAL EVALUATION #2 Weeks 9-11</p>
<p>13° November 12th - 17th</p>	<p>ORGANIZATIONAL STRUCTURE AND CONTROLS</p> <ul style="list-style-type: none"> • Organizational structure • Controls • Business metrics • Balanced Scorecard <p>STRATEGY AND PERFORMANCE</p> <ul style="list-style-type: none"> • Successful strategy execution • Strategy and great performance <p>Hill & Jones. <i>Strategic Management</i>. Chapters 11 & 12. <i>Using the Balanced Scorecard as a Strategic Management System</i>, Robert S. Kaplan & David P. Norton, HBR <i>The Secrets of Successful Strategy Execution</i>, Gary L. Neilson, Karla L. Martin & Elizabeth Powers, HBR.. <i>Turning great Strategy into Great Performance</i>, Michael C. Mankins, & Richard Steele, HBR <i>Choosing strategies for change</i>. Philip Kotler, HBR</p>	<p>READING QUIZ #4 Week 13</p> <p>Case Discussion #4</p>

<p>14° November 19th - 24th</p>	<p>BUSINESS FUTURE TRENDS & ENVIRONMENT IN PERU: THE PERUVIAN MARKET</p> <ul style="list-style-type: none"> • Doing business in Peru • Peruvian business versus global business • Understanding the forces that drive the economy & market • Peruvian corporations Cases 	<p>SUBMITTAL OF COURSE PROJECT</p>
<p>15° November 26th to December 01st</p>	<p>COURSE PROJECT PRESENTATIONS</p>	<p>20 min. max. per group</p>
<p>16° December 03rd – 08th</p>	<p>FINAL EXAM</p>	

VIII. Bibliography

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- Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2015). *Strategic Management: competitiveness and globalization*. United States: CENGAGE LEARNING.
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IX. Professor

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