



Course Syllabus Management Strategy

August – December 2021-2

Term IX

Professor

Marco Ríos Pita

I. Main features of the course

Course:	Management Strategy		
Requirement:	Leadership & People Direction General Administration		
Code:	10295	Quarter:	2021-2
Credits:	3	Term:	IX
Week hours:	3	Course modality:	Remote-Synchronous
Type of Course:	Mandatory	Course Coordinator:	Yolanda Valle Velasco yvalle@esan.edu.pe
Career(s)	Corporate Law		

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 outcomes

- 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.
- Understand the concept of value chain and the link between competitive advantage and profitability.
- Design & understanding of the most important business models in today's industries and markets.
- Develop business-level and corporate-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.

- Explain the nature of technological paradigm shifts and their implications for enterprise strategy.
- Understand how organizational design requires managers to select the right combination of organizational structure, control, and culture.
- 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. Evaluation

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 (%)
Individual Reading Quizzes	4 Reading Quizzes (lowest grade dropped)	10%
Business Cases	4 group business cases	20%
Qualified Assessment	2 General Evaluations (PCs)	30%
Team Project	Written Reports (40%) 1 st Report (40%) Final Report (60%)	30%
	Final Presentation (60%) Group Presentation (30%) Individual Presentation (70%)	
Other Assessments	<ul style="list-style-type: none"> • Individual class participation, • Attendance & Punctuality • Group Case Discussions 	10%

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
LEARNING UNIT I: STRATEGIC MANAGEMENT AND THE EXTERNAL ENVIRONMENT LEARNING OUTCOME: <ul style="list-style-type: none"> 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. Create capabilities and competences in competitive strategy. 		
Weeks 1, 2, 3		
1° August 23 rd – 28 th	1.1 What is Strategy? 1.2 Strategic management 1.3 Strategic competitiveness 1.4 Strategic management process Hill & Jones. Strategic Management. 13 th edition Chap. 1 pp. 1-42	Course Introduction Personal presentation and description of course topics and evaluation system Group Business Case #1 hand out: Uber: 21 st Century Technology confronts 20 th Century Regulation Guide Teamwork Presentation Explanation of Group Project Newsflash
2° August 30 th to September 04 th	1.5 Opportunities and threats 1.6 The external environment 1.7 The Macroenvironment (PEST Analysis) 1.7.1 Macroeconomic forces 1.7.2 Global Forces 1.7.3 Technological Forces 1.7.4 Demographic Forces 1.7.5 Social Forces 1.7.6 Political and Legal Forces Hill & Jones. Strategic Management. 13 th edition Chap. 2	Reading Quiz #1 Hill & Jones. Strategic Management. 13 th edition Chap. 1-2 Case Discussion #1: General Electric's Ecomagination Strategy. Hill & Jones. Strategic Management. 13 th edition Chap. 1. pp. 36-37 Newsflash

<p>3° September 06th – 11th</p>	<p>1.8 Microenvironment - Industry Environment 1.9 Porter's Five Forces Model 1.10 Industry competitive structure (strategic groups) 1.11 Industry Life-Cycle Analysis</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition Chap. 2</p>	<p>Case Discussion #2: The U.S. Airline Industry. Hill & Jones. Strategic Management. 13th edition Chap. 2. pp. 76-77</p> <p>Newsflash</p>
<p>LEARNING UNIT II: INTERNAL ANALYSIS OF THE ORGANIZATION AND THE NATURE OF COMPETITIVE ADVANTAGE LEARNING OUTCOME:</p> <ul style="list-style-type: none"> 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. Understand the concept of value chain and the link between competitive advantage and profitability. <p>Week 4</p>		
<p>4° September 13th – 18th</p>	<p>2.1 Resources 2.2 Capabilities 2.3 Core Competencies 2.4 Competitive Advantage The Value Chain</p> <hr/> <p>2.6 Competitive advantage and functional level strategies 2.6.1 Superior Efficiency 2.6.2 Superior Quality 2.6.3 Superior Innovation 2.6.4 Superior Customer Responsiveness</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition Chap. 3-4</p>	<p>Group Business Case #2 hand out: Apple and its suppliers: Corporate Social Responsibility</p> <p>Reading Quiz #2 Hill & Jones. Strategic Management. 13th edition Chap. 3-4</p> <p>Newsflash</p>
<p>LEARNING UNIT III: BUSINESS-LEVEL STRATEGY AND THE INDUSTRY ENVIRONMENT LEARNING OUTCOME:</p> <ul style="list-style-type: none"> Develop business-level and corporate-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. Design & understanding of the most important business models in today's industries and markets. <p>Week 5, 6, 7</p>		
<p>5° September 20th – 25th</p>	<p>3.1 Customer relationships 3.2 Cost leadership 3.3 Differentiation 3.4 Focused strategy 3.5 Integrated cost-leadership/differentiation strategy</p> <hr/> <p>3.6 Strategic Actions: Strategy Formulation Rivalry and Competitive Dynamics 3.6.1 Model of competitive rivalry 3.6.2 Competitor analysis 3.6.3 Drivers of competitive behavior 3.6.4 Competitive rivalry</p>	<p>Group Business Case Optional & Presentation: A Maestro without Borders: How André Rieu Created the Classical Music Market for the Masses</p> <p>Newsflash</p>

	Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 4.	
6° September 27 th to October 02 nd	3.7 Strategic Actions: Strategy Formulation Rivalry and Competitive Dynamics 3.7.1 Competitive Dynamics 3.7.2 Strategic and tactical actions	General Evaluation #1 (From 1.1 What is strategy? to 3.7.2 Strategic and tactical actions) Newsflash
	Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 5.	
7° October 04 th –09 th	3.8 Business-Level Strategy, Industry, and Competitive Advantage 3.9 Advantage 3.10 Implementing Business-Level Strategy 3.11 Competing Differently: Searching for a Blue Ocean (innovation)	Case Discussion #3 Lululemon. Hill & Jones. Strategic Management. 13 th edition Chap. 5. pp. 175-177 1 st Report - Group Project Newsflash
	Hill & Jones. Strategic Management. 13 th edition Chap. 5.	
8° October 11 th – 16 th	MIDTERM EXAM	
<p>LEARNING UNIT IV: CORPORATE-LEVEL STRATEGY, STRATEGIC ACTIONS, AND INTERNATIONAL STRATEGY</p> <p>LEARNING OUTCOME:</p> <ul style="list-style-type: none"> • Develop business-level and corporate-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. • Formulate corporate strategies including diversification and integration. <p>Week 9, 10, 11</p>		
9° October 18 th – 23 rd	4.1 Increasing Profitability Through Diversification 4.2 Reasons for diversification 4.3 Types of Diversification 4.4 Limits and disadvantages of Diversification	Group Business Case #3 hand out: AccordHotel's Digital Transformation: A Response to Hospitality Disruptor Airbnb Newsflash
	Hill & Jones. Strategic Management. 13 th edition. Chap. 10. Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 6.	
10° October 25 th - 30 th	4.5 Strategic Actions: Mergers and acquisitions 4.5.1 Mergers 4.5.2 Acquisitions 4.5.3 Reasons for mergers and acquisitions 4.5.4 Challengers for mergers and acquisitions	Reading Quiz #3 Hill & Jones. Strategic Management. 13 th edition Chap. 5 Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 6. Newsflash
	Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 7	

<p>11° November 02nd – 06th</p>	<p>4.6 International Strategy 4.6.1 Identification of international opportunities 4.6.2 Benefits of international strategy 4.6.3 International strategies 4.6.4 Entry modes 4.6.5 Risks in an international environment 4.6.6 Strategic competitiveness outcomes 4.6.7 Challenges of international strategies</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition. Chap. 8. Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 8.</p>	<p>Case Discussion #4 Avon Products. Hill & Jones. Strategic Management. 13th edition Chap. 8. pp. 282-283</p> <p>Newsflash</p>
<p>LEARNING UNIT V: STRATEGY AND TECHNOLOGY LEARNING OUTCOME:</p> <ul style="list-style-type: none"> Explain the nature of technological paradigm shifts and their implications for enterprise strategy. <p>Week 12</p>		
<p>12° November 08th – 13th</p>	<p>5.1 Technical Standards and Format Wars 5.2 Strategies for winning a Format War 5.3 Costs in High-Technology Industries 5.4 Digitalization 5.5 Capturing First-Mover Advantages 5.6 Technological Paradigm Shifts</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition. Chap. 7</p>	<p>Group Business Case #4 hand out: Tesla, Inc.</p> <p>Case Discussion #5 The Rise of Cloud Computing. Hill & Jones. Strategic Management. 13th edition Chap. 7. pp. 243-244</p> <p>Newsflash</p>
<p>LEARNING UNIT VI: ORGANIZATIONAL STRUCTURE, CONTROLS AND PERFORMANCE LEARNING OUTCOME:</p> <ul style="list-style-type: none"> Understand how organizational design requires managers to select the right combination of organizational structure, control, and culture. Consider how to effectively implement plans within the constraints imposed by the complex behavior of individuals within organizations. <p>Week 13</p>		
<p>13° November 15th – 20th</p>	<p>6.1 Organizational structure 6.2 Controls 6.3 Business metrics 6.4 Balanced Scorecard 6.5 Strategy and Performance 6.5.1 Successful strategy execution 6.5.2 Strategy and great performance</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition. Chap. 11 & 12.</p>	<p>Reading Quiz #4 Hill & Jones. Strategic Management. 13th edition Chap. 11-12</p> <p>Case Discussion #6 Did Goldman Sachs Commit Fraud? Hill & Jones. Strategic Management. 13th edition Chap. 11. pp. 391-392</p> <p>Newsflash</p>

LEARNING UNIT VII: BUSINESS FUTURE TRENDS & ENVIRONMENT IN PERU: THE PERUVIAN MARKET

LEARNING OUTCOME:

- Increase awareness of the opportunities in Peruvian industries, building strong business skills to create business executives and entrepreneurs.

Week 14

<p>14° November 22nd - 27th</p>	<p>7.1 Doing business in Peru 7.2 Peruvian business versus global business 7.3 Understanding the forces that drive the economy & market 7.4 Peruvian corporations Cases</p>	<p>SUBMITTAL OF COURSE PROJECT</p> <p>General Evaluation #2 (From 4.1 Increasing Profitability Through Diversification to 6.5.2 Strategy and Great Performance)</p> <p>Newsflash</p>
<p>15° November 29th to December 04th</p>	<p>GROUP PROJECT PRESENTATIONS</p>	<p>20 min. max. per group</p>
<p>16° December 06th – 11th</p>	<p>FINAL EXAM</p>	

VIII. References

Required Reading:

- Hill, C.W. & Jones, G. (2019). *Strategic Management 13th edition*. United States: Southwestern Cengage Learning.
- Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2019). *Strategic Management: competitiveness and globalization 13th edition*. United States: Cengage Learning.

Further Reading:

- David, F. (2015). *Strategic Management*. United States: Pearson Education Inc.
- Luthans, F.; & Doh, J. (2015). *International Management. Culture, Strategy, and Behavior*. (9th ed.) United States: McGrawHill
- On Strategy. (2011). *Harvard Business Review*. United States. Harvard Business Review.
- Kaplan, R.S. & Norton, D.P. (2004). Strategy Maps. *Strategic Finance*, 27-35.
- Kotler, P. (2008). Choosing strategies for change. *Harvard Business Review*, 1-10.
- Montgomery, C. & Porter, M. (1991). *Strategy*. United States: The Free Press.
- Porter, M. (1998). *Competitive Strategy*, United States: The Free Press.
- Spulber, D. (2007). *Global Competitive Strategy*. United States: Cambridge University Press.

Complementary readings, cases to be discussed in class

To be published in “Aula Virtual”.

IX. Professor

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