



Course Syllabus Management Strategy

March-July 2024-1

IX Level

Professor

Mario Yan Lau

I. General Course Information

Nombre del curso:	Management Strategy		
Requisito:	Leadership & People Management General Administration	Código:	10295
Precedente:		Semestre:	2024-1
Créditos:	3	Ciclo:	IX
Horas semanales:	3 hours	Modalidad del curso:	Face to face
Tipo de Curso:	Mandatory	Coordinadora del curso:	Yolanda Valle Velasco yvalle@esan.edu.pe
Carrera(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. An Entry Diagnostic Test will be held in first session. Final result is the average of Continuous Assessment (60%), Midterm exam (20%), Final exam (20%). 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) 60%		
Evaluation Mode	Description	Weight (%)
Diagnostic Test	Entry test	0%
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:

$$PF = (0,20 \times EP) + (0,60 \times PEP) + (0,20 \times EF)$$

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° From March 21st to 27th	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 Entry Test 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° From April 1 st to 6th	1.5 Opportunities and threats 1.6 The external environment 1.7 The Macroevironment (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 pp.67-75	Reading Quiz #1 Hill & Jones. Strategic Management. 12 th edition Chap. 1-2 Case Discussion #1: The Evolution of Walmart. Hill & Jones. Strategic Management. 12 th edition Chap. 1. pp. 36-37 General Electric's Ecomagination Strategy. Hill & Jones. Strategic Management. 12 th edition C-7 Newsflash

<p>3°</p> <p>From April 08th to 13th</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 pp.42-67</p>	<p>Case Discussion #2: The U.S. Airline Industry. Hill & Jones. Strategic Management. 12th edition C-17</p> <p>Newsflash</p>
<p>LEARNING UNIT II: INTERNAL ANALYSIS OF THE ORGANIZATION AND THE NATURE OF COMPETITIVE ADVANTAGE</p> <p>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°</p> <p>From April 15th to 20th</p>	<p>2.1 Resources 2.2 Capabilities 2.3 Core Competencies 2.4 Competitive Advantage 2.5 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. Pp 78-108 and Chap. 4 109-143</p>	<p>Group Business Case #2 hand out: Apple and its suppliers. Corporate Social Responsibility</p> <p>Southwest Airlines (p.80) Value Creation at Burberry (p.93) Competitive Advantage of Zara (p.94)</p> <p>Hill & Jones. Strategic Management. 12th edition</p> <p>Reading Quiz #2 Hill & Jones. Strategic Management. 12th edition Chap. 3-4</p> <p>Newsflash</p>
<p>LEARNING UNIT III: BUSINESS-LEVEL STRATEGY AND THE INDUSTRY ENVIRONMENT</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. • Design & understanding of the most important business models in today's industries and markets. <p>Week 5, 6, 7</p>		
<p>5°</p> <p>From April 22th to 27th</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</p>	<p>Group Business Case Optional & Presentation: A Maestro without Borders: How André Rieu Created the Classical Music Market</p>

	<p>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>for the Masses</p> <p>Newsflash</p>
	<p>Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 4. pp.104-134</p>	
<p>6°</p> <p>From April 29th to May 4th</p>	<p>3.7 Strategic Actions: Strategy Formulation Rivalry and Competitive Dynamics 3.7.1 Competitive Dynamics 3.7.2 Strategic and tactical actions</p>	<p>General Evaluation #1 (From 1.1 What is strategy? to 3.7.2 Strategic and tactical actions)</p> <p>Newsflash</p>
	<p>Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 5. pp.143-168</p>	
<p>7°</p> <p>From May 6th to 11th</p>	<p>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)</p>	<p>Case Discussion #3 Lululemon. Hill & Jones. Strategic Management. 12th edition Chap. 1. pp. 2-4</p> <p>IKEA; Value Innovation in Furniture Retailing (p.154) Microsoft Office vs. Google Apps (p.160)</p> <p>1st Report - Group Project</p> <p>Newsflash</p>
	<p>Hill & Jones. Strategic Management. 12th edition Chap. 5. Pp. 146-169</p>	
<p>8°</p> <p>From May 13th to 18th</p>	<p>MIDTERM EXAM MANDATORY COURSE (May, 16) 17:00 hrs.</p>	
<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>		
<p>9°</p> <p>From May 20th to 25th</p>	<p>4.1 Increasing Profitability Through Diversification 4.2 Reasons for diversification 4.3 Types of Diversification 4.4 Limits and disadvantages of Diversification</p>	<p>Group Business Case #3 hand out: AccordHotel's Digital Transformation: A Response to Hospitality Disruptor Airbnb</p> <p>LVMH: Getting Big While Staying Beautiful (p.308)</p>
	<p>Hill & Jones. Strategic Management. 12th edition. Chap.10 pp.308-327</p>	
	<p>Hitt, Ireland, & Hoskisson. Strategic Management:</p>	

	competitiveness and globalization. Chap. 6. pp. 177-200	<p>How bureaucratic costs rose then fell at Pfizer (p.326)</p> <p>Hill & Jones. Strategic Management. 12th edition</p> <p>Newsflash</p>
<p>10°</p> <p>From May 27th to June 1st</p>	<p>4.5 Strategic Actions: Mergers and acquisitions</p> <p>4.5.1 Mergers</p> <p>4.5.2 Acquisitions</p> <p>4.5.3 Reasons for mergers and acquisitions</p> <p>4.5.4 Challengers for mergers and acquisitions</p> <hr/> <p>Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap.7 pp.208-230</p>	<p>Reading Quiz #3</p> <p>Hill & Jones. Strategic Management. 12th edition Chap. 5</p> <p>Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 6.</p> <p>Newsflash</p>
<p>11°</p> <p>From June 03rd to 08th</p>	<p>4.6 International Strategy</p> <p>4.6.1 Identification of international opportunities</p> <p>4.6.2 Benefits of international strategy</p> <p>4.6.3 International strategies</p> <p>4.6.4 Entry modes</p> <p>4.6.5 Risks in an international environment</p> <p>4.6.6 Strategic competitiveness outcomes</p> <p>4.6.7 Challenges of international strategies</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition. Chap. 8. pp.239-275</p> <p>Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 8. pp.238-269</p>	<p>Case Discussion #4</p> <p>The Globalization of Starbucks. Strategic Management. 12th edition Chap. 8. pp. 239-241</p> <p>Avon Products. Hill & Jones. Strategic Management. 12th edition C-25</p> <p>Newsflash</p>
<p>LEARNING UNIT V: STRATEGY AND TECHNOLOGY</p> <p>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°</p> <p>From June 10th to 15th</p>	<p>5.1 Technical Standards and Format Wars</p> <p>5.2 Strategies for winning a Format War</p> <p>5.3 Costs in High-Technology Industries</p> <p>5.4 Digitalization</p> <p>5.5 Capturing First-Mover Advantages</p> <p>5.6 Technological Paradigm Shifts</p> <hr/> <p>Hill & Jones. Strategic Management. 13th edition. Chap.7 pp.202-239</p>	<p>Group Business Case #4 hand out:</p> <p>Tesla, Inc.</p> <p>The Home Videogame Industry. The First Four Decades.</p> <p>Hill & Jones. Strategic Management. 12th edition C-18</p> <p>Case Discussion #5</p> <p>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</p> <p>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° From June 17th to 22th</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 pp. 347- 383 & Chap.12 pp. 384-424</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. 12th edition C-10</p> <p>Newsflash</p>
<p>LEARNING UNIT VII: BUSINESS FUTURE TRENDS & ENVIRONMENT IN PERU: THE PERUVIAN MARKET</p> <p>LEARNING OUTCOME:</p> <ul style="list-style-type: none"> • Increase awareness of the opportunities in Peruvian industries, building strong business skills to create business executives and entrepreneurs. <p>Week 14</p>		
<p>14° From June 24th to 28th</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° From July 1st to 06th</p>	<p>GROUP PROJECT PRESENTATIONS</p>	
<p>16° From July 8th to 13th</p>	<p>FINAL EXAM MANDATORY COURSE (July, 11) 17:00 hrs.</p>	

VIII. References

Required Reading:

- Hill, C.W. & Jones, G. (2019). *Strategic Management 13th edition*. United States: Southwestern Cengage Learning.
- Hill, C.W. & Jones, G. (2017). *Strategic Management 12th 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.
- Hitt, M.A., Ireland, R.D., & Hoskisson, R.E. (2015). *Strategic Management: competitiveness and globalization 11th 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

Mario Yan Lau
myan@esan.edu.pe