



Sílabo del curso

Management Strategy

March – July 2025

IX Level

Professor

Mario Yan Lau

I. Datos generales del curso

Name of the course:	Management Strategy		
Prerequisite:	Leadership & People Management General Administration	Code:	10295
Preceding:		Semester:	2025-1
Credits:	3	Level:	IX
Weekly hours:	3 hours	Modality of the course:	Face to face
Course Type: Career(s):	Mandatory Corporate Law	Course coordinator:	Yolanda Valle Velasco yvalle@esan.edu.pe

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 Outcome

At the end of the course, the student will:

- 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 evaluation system is permanent and comprehensive. The grade of the subject is obtained by averaging **the permanent evaluation (70%) and the final evaluation (30%).**

The weightings within the permanent evaluation are described in the following table:

CONTINUOUS EVALUATION SCHEME (PEP) 70%		
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	15%
Mid-Term Exam (EP)	Midterm Exam. (to be attended during class hours)	20%

Qualified Assessment	2 General Evaluations (PCs)	20%
Team Project	Written Reports (40%) <ul style="list-style-type: none"> ▪ 1st Report (40%) ▪ Final Report (60%) 	25%
	Final Presentation (60%) <ul style="list-style-type: none"> ▪ 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:

$$PF = (0,70 \times PEP) + (0,30 \times EF)$$

PF = Final Average Grade

PEP = Continuous Evaluation Average Grade

EF = Final Exam

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 17 th to 22 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 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 March 24 th to 29 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 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
3°	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	Case Discussion #2: The U.S. Airline Industry. Hill & Jones. Strategic Management. 12 th edition

From March 31 th to April 05 th	Hill & Jones. Strategic Management. 13 th edition Chap. 2 pp.42-67	C-17 Newsflash
LEARNING UNIT II: INTERNAL ANALYSIS OF THE ORGANIZATION AND THE NATURE OF COMPETITIVE ADVANTAGE Week 4 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. Understand the concept of value chain and the link between competitive advantage and profitability. 		
4° From April 07 th to 12 th	2.1 Resources 2.2 Capabilities 2.3 Core Competencies 2.4 Competitive Advantage 2.5 The Value Chain 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 Hill & Jones. Strategic Management. 13 th edition Chap. 3. Pp 78-108 and Chap. 4 109-143	Group Business Case #2 hand out: Apple and its suppliers: Corporate Social Responsibility Southwest Airlines (p.80) Value Creation at Burberry (p.93) Competitive Advantage of Zara (p.94) Hill & Jones. Strategic Management. 12 th edition Reading Quiz #2 Hill & Jones. Strategic Management. 12 th edition Chap. 3-4 Newsflash
LEARNING UNIT III: BUSINESS-LEVEL STRATEGY AND THE INDUSTRY ENVIRONMENT LEARNING OUTCOME: <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. 		
Week 5, 6, 7		
5° From April 14 th to 16 th	3.1 Customer relationships 3.2 Cost leadership 3.3 Differentiation 3.4 Focused strategy 3.5 Integrated cost-leadership/differentiation strategy 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	Group Business Case Optional & Presentation: A Maestro without Borders: How André Rieu Created the Classical Music Market for the Masses Newsflash

	Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 4. pp.104-134	
6° From April 21 th to 26 th	3.7 Strategic Actions: Strategy Formulation Rivalry and Competitive Dynamics 3.7.1 Competitive Dynamics 3.7.2 Strategic and tactical actions Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 5. pp.143-168	General Evaluation #1 (From 1.1 What is strategy? to 3.7.2 Strategic and tactical actions) Newsflash
7° From April 28th to May 3rd	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) Hill & Jones. Strategic Management. 12 th edition Chap. 5. Pp. 146-169	Case Discussion #3 Lululemon. Hill & Jones. Strategic Management. 12 th edition Chap. 1. pp. 2-4 IKEA; Value Innovation in Furniture Retailing (p.154) Microsoft Office vs. Google Apps (p.160) 1 st Report - Group Project Newsflash
8° From May 05 th to 10 th	MIDTERM EXAM To be attended in class hour	
LEARNING UNIT IV: CORPORATE-LEVEL STRATEGY, STRATEGIC ACTIONS, AND INTERNATIONAL STRATEGY LEARNING OUTCOME: <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. Week 9, 10, 11		
9° From May 12 th to 17 th	4.1 Increasing Profitability Through Diversification 4.2 Reasons for diversification 4.3 Types of Diversification 4.4 Limits and disadvantages of Diversification Hill & Jones. Strategic Management. 12 th edition. Chap.10 pp.308-327 Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 6. pp. 177-200	Group Business Case #3 hand out: AccordHotel's Digital Transformation: A Response to Hospitality Disruptor Airbnb LVMH: Getting Big While Staying Beautiful (p.308) How bureaucratic costs rose then fell at Pfizer (p.326)

		Hill & Jones. Strategic Management. 12 th edition Newsflash
10° From May 19 th to 24 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 Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap.7 pp.208-230	Reading Quiz #3 Hill & Jones. Strategic Management. 12 th edition Chap. 5 Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 6. Newsflash
11° From May 26 th to 31 th	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 Hill & Jones. Strategic Management. 13 th edition. Chap. 8. pp.239-275 Hitt, Ireland, & Hoskisson. Strategic Management: competitiveness and globalization. Chap. 8. pp.238-269	Case Discussion #4 The Globalization of Starbucks. Strategic Management. 12 th edition Chap. 8. pp. 239-241 Avon Products. Hill & Jones. Strategic Management. 12 th edition C-25 Newsflash
LEARNING UNIT V: STRATEGY AND TECHNOLOGY LEARNING OUTCOME: <ul style="list-style-type: none"> Explain the nature of technological paradigm shifts and their implications for enterprise strategy. Week 12		
12° From Jun 2 nd to 06 th	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 Hill & Jones. Strategic Management. 13 th edition. Chap.7 pp.202-239	Group Business Case #4 hand out: Tesla, Inc. The Home Videogame Industry. The First Four Decades. Hill & Jones. Strategic Management. 12 th edition C-18 Case Discussion #5 The Rise of Cloud Computing. Hill & Jones. Strategic Management. 13 th edition Chap. 7. pp. 243-244 Newsflash
LEARNING UNIT VI: ORGANIZATIONAL STRUCTURE, CONTROLS AND PERFORMANCE LEARNING OUTCOME:		

- 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.

Week 13

<p>13°</p> <p>From June 09th to 14th</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>
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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°</p> <p>From June 16th to 21th</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°</p> <p>From June 23th to 28th</p>	<p>GROUP PROJECT PRESENTATIONS</p>	<p>20 minutes. max. per group</p>
<p>16°</p> <p>From June 30th to July 05th</p>	<p>FINAL EXAM MANDATORY COURSE</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

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