

STUDY PROGRAM

PROGRAMA DE ESTUDIO DE LA ASIGNATURA

1. GENERAL INFORMATION / DATOS INFORMATIVOS

CARRERA:	NEGOCIOS INTERNACIONALES	
MODALIDAD DE ESTUDIO:	PRESENCIAL	
ASIGNATURA:	Strategic Planning	
CÓDIGO:	04-Q0241	
PERÍODO ACADÉMICO:	QUINTO	
PRERREQUISI TOS:	Gestión por Procesos; Nivel B1.1 de Inglés; Nivel A1.1 de otro idioma	
CAMPO DE FORMACIÓN:	Praxis profesional	X
UNIDAD DE ORGANIZACI ÓN CURRICULAR :	Unidad Profesional	X

2. COURSE DESCRIPTION / DESCRIPCIÓN DE LA ASIGNATURA

Strategic planning provides a comprehensive overview of the strategy discipline and introduces the building blocks of strategy by providing overviews of fundamental conceptual frameworks. Students will learn how firms decide where to compete by exploring the business landscape and the structural forces that shape competition

3. GENERAL OBJECTIVE / OBJETIVO GENERAL DE LA ASIGNATURA

Define the importance of strategic planning, introduce the core concepts of competitive strategy, and understand how the business environment and structural forces affect profitability within the planning process

CÓDIGO: FP02-01A **PROCESO: Diseño Curricular Grado**

Edición No. : 02

Pág. 2 de 6

4. LEARNING PROCESS /ORGANIZACIÓN DEL APRENDIZAJE

Subject Total number of hours	Teaching	Learning application practices and experimentation	Autonomous learning
<i>Número total de horas de la asignatura (CD+CP+CTA)</i>	<i>Horas componente de docencia (CD)</i>	<i>Horas componente de prácticas de Aplicación y experimentación de los aprendizajes (CP)</i>	<i>Horas del componente de aprendizaje autónomo (CTA)</i>
120	48	0	72

5. GENERAL LEARNING OUTCOMES FROM THE SCHOOL (UNDERGRADUATE PROFILE) / RESULTADO GENERAL DE APRENDIZAJE DE LA CARRERA (PERFIL DE EGRESO)

At the end of the course, students will be able to:

Al finalizar el período de aprendizaje el/la estudiante será capaz de:

No.	RESULTADO DE APRENDIZAJE	Nivel de desarrollo de los resultados de aprendizaje		
		Inicial	Medio	Alto
1	Maneja habilidades de trabajo en equipo en la consecución de los objetivos organizacionales y de internacionalización empresarial, promoviendo la práctica leal del comercio justo, con conciencia humanista, fiel a los valores éticos y a la responsabilidad social		X	
2	Se expresa coherentemente, de manera oral y escrita, mediante la aplicación de diversas metodologías de comunicación y negociación, apoyados en el desarrollo de habilidades lingüísticas y culturales del idioma inglés.			X
3	Diseña, evalúa y gestiona la estrategia para los negocios globales, que implica diseñar y gestionar las estrategias de mercadeo y de negociación internacional, desde la interpretación de los saberes y de la multiculturalidad, y con base en la aplicación y evaluación de los procesos organizacionales y de gestión del talento humano, bajo la observación y aplicación de la legislación, y de las normas y códigos internacionales vigentes			X

CÓDIGO: FP02-01A **PROCESO: Diseño Curricular Grado**

Edición No. : 02

Pág. 3 de 6

6. LEARNING OUTCOMES /RESULTADOS DE APRENDIZAJE DE LA ASIGNATURA

No.	At the end of the course students will be able to	Learning outcomes - Level of development		
		Nivel de desarrollo de los resultados de aprendizaje		
		Basic	Intermediate	High
		Inicial	Medio	Alto
1	Define specific concepts and terminology about strategic planning. As well as to apply this knowledge to national and international authentic settings; identify and incorporate relevant steps into the strategic planning process.			X
2	Identity differences between various methods and approaches used in strategic planning and discerns their scope of application either to be at national or international level.		X	
3	Defines objectives and approaches for strategic actions based on the analysis of national and global environments.			X
4	Defines parameters for evaluating strategic plans			X

7. CONTEND / CONTENIDOS

1. CONCEPTS AND TECHNIQUES FOR CRAFTING AND EXECUTING STRATEGY

- 1.1 Basic Concepts
- 1.2 Strategic Thinking, Long Term Planning & Operational Planning
- 1.3 Strategy and Business Models
- 1.4 Strategic Process

2. CHARTING A COMPANY'S DIRECTION

- 2.1 Mission, Vision y Corporate Values
- 2.2 Objetives
- 2.3 Balanced Scorecard

CÓDIGO: FP02-01A **PROCESO:** Diseño Curricular Grado

Edición No. : 02

Pág. 4 de 6

3. EVALUATING A COMPANY'S EXTERNAL & INTERNAL ENVIRONMENT

- 3.1. Characteristics of an industrial and competitive environment
- 3.2. The Five Generic Competitive Strategies
- 3.3. Core Concepts and Analytical Tools - (PEST)
- 3.4 Core Concepts and Analytical Tools - (Internal Factor Evaluation, IFE Matrix; External Factor Evaluation, EFE Matrix; SWOT Analysis, Model Predictive Control, MPC)

4. CRAFTING A STRATEGY

- 4.1 Generic Strategies
- 4.2 Strengthening a Company's Competitive Position
- 4.3 Strategies for Competing in International Markets
- 4.4 Corporate Strategy

5. EXECUTING THE STRATEGY

- 5.1 Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure
- 5.2 Establishment of policies and procedures
- 5.3 Managing Internal Operations
- 5.4 Support information systems
- 5.5 Motivation and reward systems
- 5.6 Corporate Culture and Leadership
- 5.7 Criterios para la evaluación estratégica

6. STRATEGIC PLANNING IN PUBLIC AND NON-PROFIT ORGANIZATIONS

- 6.1 Non-profit organizations types
- 6.2 Funding
- 6.3 Stakeholder analysis
- 6.4 Strategic formulation, implementation and control for non-profit organizations

8. COURSE METHODOLOGY AND RESOURCES / METODOLOGÍA Y RECURSOS

a) COURSE METHODOLOGY

Methodology for this course responds to different fields of knowledge, learning to know, learning to do and learning to be. Therefore, the educator will provide their students with conceptual principles and approaches. In addition to methods and models, the educator will provide processes and procedures of how to apply them into professional and investigative

settings. Consequently, students will be in charge of their own learning, based on theoretical foundations and research tools to deepen their knowledge and to later apply them to different realities. These foundations are the cornerstone of students' learning: understanding ethical decision-making, solving conflicts in international and professional business scenarios, and being able to provide solutions with a corporate social responsibility mindset.

The following learning methodologies will be applied:

Learning Methods	Teaching Component (Classroom)		Application Practices (Within or outside the classroom)	Independent Learning (outside the classroom)		
	<i>Componente de Docencia (trabajo en el aula)</i>					
	Supported by the Professor	Collaborative				
<i>Metodologías de Aprendizaje</i>	<i>Asistido por el profesor</i>	<i>Colaborativo</i>				
Lectures Clases magistrales	X					
Case Development and Analysis Desarrollo y análisis de casos		X		X		
Mandatory Readings Lecturas obligatorias		X		X		
Online Learning Discussion Forums Foros de discusión a través de las aulas virtuales	X			X		
Articles Debates Discusión de artículos		X				
Presentations and Fairs Lecciones expositivas y presentaciones	X	X				
Videoconferences Videoconferencias	X			X		
Problem Solving Resolución de problemas		X	X	X		
Simulations and Simulator usage Uso de simuladores / Simulaciones		X	X			

CÓDIGO:
FP02-01A

PROCESO: Diseño Curricular Grado

Edición No. : 02

Pág. 6 de 6

Field Trips Prácticas de campo			X	
Directed observation assignments Trabajo de observación dirigida			X	
Workshops Talleres			X	

In this way the course will have an additional component of “educator-assisted learning, collaborative learning, applied and autonomous learning practices.

a) RESOURCES / RECURSOS.

RESOURCES	
Whiteboard	x
Whiteboard markers	x
Projector	x
Simulators' Software	x

b) ASSESSMENT SYSTEM / SISTEMA DE EVALUACIÓN

Professors would assess students after the completion of each unit through different evaluation methods and using different assessment-strategies or tools such as written reports, presentations, multiple choice tests. They could also utilize developmental tests such as essays; specialized readings assessments, assignments and projects; real and simulated problem solving tests. These forms of assessment will evaluate the development of the students' competences. Additionally, they will favor the consolidation and reinforcement of the learned topics and the feedback provided to the students in order to consolidate the learning process.

De conformidad al Art. 40 del Reglamento General de Estudiantes de la Pontificia Universidad Católica del Ecuador, la nota mínima para aprobar la asignatura es del 60% de la nota total. Se contempla un total de tres notas parciales y una nota final. Cada nota parcial aportará con el 24% de la nota total y la nota final será el 28% de la nota total de la asignatura y deberá obtener al menos el 40% de la nota final para aprobarla.

c) BIBLIOGRAFÍA / REFERENCES:

A) REQUIRED COURSE MATERIALS / BÁSICA

Bibliografía (basarse en normas APA)	¿Disponible en Biblioteca a la fecha?	No. Ejemplar es (si está)

**CÓDIGO:
FP02-01A**

PROCESO: Diseño Curricular Grado

Edición No. : 02

Pág. 7 de 6

		disponible)	
Thompson, A., et al. (2019). <i>Crafting and Executing Strategy: Concepts and Cases</i> . 22e Edition (International Edition). McGraw-Hill College. ISBN-10: 1260075109 ISBN-13: 978-1260075106.	SI (Edición 2016)	1	
Chan, K. & Mauborgne R. (2015). <i>Blue Ocean Strategy, Expanded Edition: How to create uncontested market space and make the competition irrelevant</i> . USA: Harvard Business Review Press. [Library code - 658.8/K56b] (6413)	SI (Libro clásico para estrategia de negocios contemporáneos)	2	
Mintzberg, H., Ahlstrand B. & Lampel J. (2009). <i>Strategy Safari: A guided tour through the wilds of strategic management</i> . 2 nd Ed. New York, NY: The Free Press. [Library code - 658.4012/M668st/2009] (26848)	SI (Libro clásico para estrategia de negocios contemporáneos)	2	
Strategic Management, Group Emerald, Emerald Group Publishing Limited, 2005. ProQuest Ebook Central, recuperado de: https://ebookcentral.proquest.com/lib/puce/detail.action?docID=282919 .		SI	B. virtual

CÓDIGO:
FP02-01A **PROCESO: Diseño Curricular Grado**

Edición No. : 02

Pág. 8 de 6

C) SUGGESTED OPTIONAL READINGS / COMPLEMENTARIA

Bibliografía (basarse en normas APA)	¿Disponible en Biblioteca a la fecha?	No. Ejemplares (si está disponible)
Bryson, J. (2011). <i>Strategic Planning for Public and Nonprofit Organizations</i> . Fourth Edition. San Francisco, USA: Jossey-Bass. [Library code - 658.4012/B848s/2011] (22929)	SI	2
Fawcett,B., Pockett, R. (2015) <i>Turning Ideas into Research: Theory, Design and Practice</i> . Los Angeles, USA: SAGE Publications Ltd (9230)	NO	
Hill, C. & Jones, G. (2013). <i>Strategic Management: An Integrated Approach</i> . USA: South-Western Cengage Learning. [Library code - 658.4/H55s/2013] (15397)	SI	1
Hitt, M., Ireland R., Hoskisson, R. (2013). <i>Strategic Management: Competitiveness & Globalization</i> . USA: South-Western Cengage Learning. [Library code - 658.4/H638s/2013] (15398)	SI	1
Collins, J. (2001). <i>Good to great: Why Some Companies Make the Leap...And Others Don't</i> . Harper Business, Harper Collins, USA. [Library code - 658.4092/C694g]	SI (Libro clásico para estrategia de negocios contemporáneos)	2
Collins, J. (2015). <i>Good to great: key takeaways, analysis & review</i> . San Bernardino, USA: Instaread. [Library code - 658.4/C694g]	SI	1
Stern, C., (2006). <i>The Boston consulting group on strategy. Classic Concepts and New Perspectives</i> . New Jersey, USA: Wiley & Sons. [Library code - 658.4012/St45b]	SI	3
Ries, E. (2011). <i>The Lean Startup.How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i> . USA: Penguin Random House LLC.		
Ash, M.(2012). <i>Running Lean: Iterate from Plan A to a Plan That Works</i> . The Lean Series. Sebastopol, USA: O'Reilly.	SI	1
Blank, S.(2012). <i>The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company</i> . California, USA: K & S Ranch.	SI -(En Español)	1

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CÓDIGO: FP02-01A **PROCESO:** Diseño Curricular Grado

Edición No. : 02

Pág. 9 de 6

Porter, M. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York, USA: Free Press.

SI – (*En Español*)
(Libro clásico para
estrategia de negocios
contemporáneos)

1

Virtual Libraries and Recommended Websites / Bibliotecas virtuales y sitios Web recomendados

Personal Strategic Plan:

<http://www.right.com/wps/wcm/connect/right-us-en/home/thoughtwire/categories/career-work/creating-a-personal-strategic-plan-for-personal-and-professional-success/?src=linkedin>

(eBook) <http://link.springer.com/book/10.1007/978-1-4471-4887-6>

Cetindamar, D., Daim, T., Beyhan, B., Basoglu, N., (2013). **Strategic Planning Decisions in the High Tech Industry**. Springer-Verlag London.
ISBN: 978-1-4471-4886-9 (Print) 978-1-4471-4887-6 (Online)

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Quito, (mes) de 2020