

Course Information			
Code:	<b>NIN61004</b>	Course:	<b>GLOBAL BUSINESS STRATEGY</b>
Coordination Area / Program:	<b>FAC. CC.EE. INTERNATIONAL BUSINESS</b>	Mode:	<b>Presencial</b>
Credits: <b>04</b>	Teaching hours: <b>64</b>	Autonomous Learning Hours:	<b>128</b>
Career: <b>INTERNATIONAL BUSINESS - RELACIONES INTERNACIONALES</b>			

Detail of Teaching hours							
Sum: <b>64</b>	Theory: <b>56</b>	Practice: <b>0</b>	Laboratory: <b>0</b>	Evaluation Theory: <b>04</b>	Evaluation Practice: <b>0</b>	Reinforcement Theory: <b>04</b>	Reinforcement Practice: <b>0</b>

Course Pre-requisites (applies to USIL courses) * in case of courses from other universities	
USIL Pre-requisites	Suggested equivalents
NEGOCIACIÓN Y LIDERAZGO COMERCIAL	NEGOTIATION & BUSINESS LEADERSHIP
ANÁLISIS GERENCIAL DE LA INFORMACIÓN FINANCIERA	FINANCIAL INFORMATION ANALYSIS
NEGOTIATION	NEGOTIATION
GESTIÓN DE EMPRESAS BUSINESS MANAGEMENT	EMPRESAS BUSINESS MANAGEMENT
ÉTICA Y CIUDADANÍA	ETHICS AD CITIZENSHIP
INTRODUCTION TO ETHICS	INTRODUCTION TO ETHICS
ÉTICA	ETHICS
CONTABILIDAD DE COSTOS	COST ACCOUNTING

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
Abdi Ruelas	aruelas@usil.edu.pe	8am a 5pm	Extension Center Cusco
Instructors			
You can check the timetables for each teacher in their INFOSIL in the <b>Classes Development Teachers</b> option <b>Teachers</b> .			

Course Overview
This course attempts to teach the most strategic variables that impact businesses in a global environment. The students will learn to use techniques that will help them understand this environment as well as playing the global game. In addition to this, the students will learn to develop strategic plans that create sustainable competitive advantages over time.

Competences of Professional Outcomes	
<b>Professional Competency</b>	CP1. It is updated on the latest economic, corporate and socio-cultural world trends and incorporates this knowledge in the development of internationalization strategies successful pledging to get your company and benefit to society results.
<b>Level of Professional Competency</b>	N3 Develops internationalization strategies committed to achieving successful results for your company and benefits to society

<b>USIL General Competency</b>	<ol style="list-style-type: none"> <li>1. Comprehensive communication: Communicates in a relevant, clear and effective way in oral, written or gestural form, making appropriate use of information and communication technologies for personal and professional performance.</li> <li>2. Bilingual communication: Develops in English using the four language skills: listening, reading comprehension, oral production and written production, with dexterity and fluency for personal, academic and professional performance.</li> <li>3. Research: Proposes solutions to applied problems or discovers new knowledge through the critical investigation of the reality and the scientific progress of its discipline, examining and analyzing new information, applying critical thinking about the evidences found and communicating their ideas in a formal way And applicable to the improvement of the quality of life.</li> <li>4. Resource management: Manage resources efficiently, effectively and ethically, in a dynamic and competitive environment, contributing to the sustainable development of the country.</li> </ol>
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**Course Learning Outcomes**

General learning Outcomes	No.	Specific Learning Outcomes
Identifies key aspects that impact companies in a global environment.	1.1.	Identifies external factors that affect our businesses, by using modern analytical tools in a global context.
	1.2.	Identifies internal factors that affect our businesses and defines their strategic capability.
Defines strategic objectives and business strategies by using modern tools in a global environment.	2.1.	Defines strategic objectives based on the search of competitive advantages.
	2.2.	Proposes strategies that lead to achievement of strategic objectives.
Implements, assesses and measures strategies by using cutting edge tools in a global environment.	3.1.	Implements proposed strategies aligned with the global environment.
	3.2.	Assesses and measures implemented strategies aligned with the global environment.

**Activity Scheduling**

Ses	Sem	(hrs)	Type	Contents	Learning Activities	Resources
<b>Unidad N° 1: Current Assessment of the Firm.</b>						
Specific Outcome: 1.1., 1.2.						
1	1	2	AP	INTRODUCTION TO GLOBAL BUSINESS STRATEGY - Important Concepts and Definitions. - The Strategic Management Model. - Globalization. - Learning Organization.	'- Review of the general concepts of Strategic Management. - Introduction and explanation of the four different processes of the Strategic Management Model.	- Slide presentations including theory and real business examples.
2	1	2	AP	INTRODUCTION TO GLOBAL BUSINESS STRATEGY - Important Concepts and Definitions. - The Strategic Management Model. - Globalization. - Learning Organization.	'- Review of the general concepts of Strategic Management. - Introduction and explanation of the four different processes of the Strategic Management Model.	- Slide presentations including theory and real business examples.
2	1	9	AA	INTRODUCTION TO GLOBAL BUSINESS STRATEGY - Important Concepts and Definitions. - The Strategic Management Model. - Globalization. - Learning Organization.	- Review class material and read bibliographical references. - Use complementary reading posted in the virtual library.	'- Class discussion and participation. - Volunteers will discuss the case :The Recalcitrant Director at Bytes Products.
3	2	2	AP	CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY	'- Understanding the three components of Corporate	- Slide presentations including theory and real business

				<ul style="list-style-type: none"> <li>- What is Corporate Governance?</li> <li>- Board of Directors (BOD).</li> <li>- Top Management.</li> <li>- Social Responsibility.</li> <li>- Ethics.</li> </ul>	<p>Governance: BOD, Top Management and Shareholders.</p> <ul style="list-style-type: none"> <li>- Importance of Social Responsibility and Ethics.</li> </ul>	<p>examples.</p> <ul style="list-style-type: none"> <li>- Applied reading: The Wallace Group.</li> <li>- Class debate.</li> </ul>
4	2	2	AP	<p>CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY</p> <ul style="list-style-type: none"> <li>- What is Corporate Governance?</li> <li>- Board of Directors (BOD).</li> <li>- Top Management.</li> <li>- Social Responsibility.</li> <li>- Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding the three components of Corporate Governance: BOD, Top Management and Shareholders.</li> <li>- Importance of Social Responsibility and Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Applied reading: The Wallace Group.</li> <li>- Class debate.</li> </ul>
4	2	9	AA	<p>CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY</p> <ul style="list-style-type: none"> <li>- What is Corporate Governance?</li> <li>- Board of Directors (BOD).</li> <li>- Top Management.</li> <li>- Social Responsibility.</li> <li>- Ethics.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>- Class discussion and participation.</li> <li>- Volunteers will discuss the case :The Wallace Group.</li> </ul>
5	3	2	AP	<p>ENVIRONMENTAL SCANNING</p> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- External Forces. PEST Analysis.</li> <li>- Industry Analysis.</li> <li>- Michael Porter's Five Forces.</li> </ul>	<ul style="list-style-type: none"> <li>- External forces that affect companies: Societal Forces and Industry Analysis.</li> <li>- The four societal forces affecting organizations (PEST): political, economic, socioeconomic and technological forces.</li> <li>- Industry Analysis: Porter's Five Forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: cultural profiles of certain countries.</li> </ul>
6	3	2	AP	<p>ENVIRONMENTAL SCANNING</p> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- External Forces. PEST Analysis.</li> <li>- Industry Analysis.</li> <li>- Michael Porter's Five Forces.</li> </ul>	<ul style="list-style-type: none"> <li>- External forces that affect companies: Societal Forces and Industry Analysis.</li> <li>- The four societal forces affecting organizations (PEST): political, economic, socioeconomic and technological forces.</li> <li>- Industry Analysis: Porter's Five Forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: cultural profiles of certain countries.</li> </ul>
6	3	9	AA	<p>ENVIRONMENTAL SCANNING</p> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- External Forces. PEST Analysis.</li> <li>- Industry Analysis.</li> <li>- Michael Porter's Five Forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>- Class discussion and participation.</li> <li>- All groups will provide a presentation about cultural profiles of different countries.</li> </ul>
7	4	2	AP	<p>ENVIRONMENTAL SCANNING</p> <ul style="list-style-type: none"> <li>- Multinational Companies.</li> <li>- Strategic Groups and Types.</li> <li>- Hypercompetition.</li> <li>- Forecasting future trends.</li> <li>- EFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- Types of MNCs: Global and Multidomestic Companies.</li> <li>- The concept and importance of Strategic Groups.</li> <li>- Forecasting: Qualitative and Quantitative Models.</li> <li>- The EFAS Matrix for evaluating external forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: Alpen Bank.</li> </ul>
8	4	2	AP	<p>ENVIRONMENTAL SCANNING</p> <ul style="list-style-type: none"> <li>- Multinational Companies.</li> <li>- Strategic Groups and Types.</li> </ul>	<ul style="list-style-type: none"> <li>- Types of MNCs: Global and Multidomestic Companies.</li> <li>- The concept and importance of Strategic Groups.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations</li> </ul>

				<ul style="list-style-type: none"> <li>- Hypercompetition.</li> <li>- Forecasting future trends.</li> <li>- EFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- Forecasting: Qualitative and Quantitative Models.</li> <li>- The EFAS Matrix for evaluating external forces.</li> </ul>	<ul style="list-style-type: none"> <li>- corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: Alpen Bank.</li> </ul>
8	4	9	AA	<b>ENVIRONMENTAL SCANNING</b> <ul style="list-style-type: none"> <li>- Multinational Companies.</li> <li>- Strategic Groups and Types.</li> <li>- Hypercompetition.</li> <li>- Forecasting future trends.</li> <li>- EFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>- Class discussion and participation.</li> <li>- Students will analyze Michael Porter's Five Forces in the Alpen Bank case.</li> </ul>
9	5	2	AP	<b>INTERNAL SCANNING</b> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Value Chain Analysis (VCA).</li> <li>- Internal Assessment.</li> <li>- Corporate Structures.</li> <li>- Corporate Culture.</li> <li>- Functional Analysis.</li> <li>- IFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- The internal forces affecting organizations.</li> <li>- The Value Chain: Operational and Supporting Processes.</li> <li>- Types of Structures: Simple, Divisional, Conglomerate, Matrix and Network Structures.</li> <li>- The IFAS Matrix for evaluating external forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: Value Chain Analysis.</li> </ul>
10	5	2	AP	<b>INTERNAL SCANNING</b> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Value Chain Analysis (VCA).</li> <li>- Internal Assessment.</li> <li>- Corporate Structures.</li> <li>- Corporate Culture.</li> <li>- Functional Analysis.</li> <li>- IFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- The internal forces affecting organizations.</li> <li>- The Value Chain: Operational and Supporting Processes.</li> <li>- Types of Structures: Simple, Divisional, Conglomerate, Matrix and Network Structures.</li> <li>- The IFAS Matrix for evaluating external forces.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: Value Chain Analysis.</li> </ul>
10	5	9	AA	<b>INTERNAL SCANNING</b> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Value Chain Analysis (VCA).</li> <li>- Internal Assessment.</li> <li>- Corporate Structures.</li> <li>- Corporate Culture.</li> <li>- Functional Analysis.</li> <li>- IFAS Matrix.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>- Class discussion and participation.</li> <li>- Volunteers will discuss the reading about Value Chain Analysis.</li> </ul>

Basic and Supplemental References Required Reading: [1] Peng, M. (2010). Estrategia Global (2ª ed.). México, D.F. : Cengage Learning. [2] Caligiuri, P., Lepak, D., & Bonache, J. (2010). Global Dimensions of Business: Managing the Global Workforce. Hoboken, NJ, USA: Wiley-Blackwell. Retrieved from <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727>

## Unidad N° 2: Strategic Objectives & Definition of Strategies.

Specific Outcome: 2.1., 2.2.

11	6	2	AP	<b>STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>- Vision.</li> <li>- Mission.</li> <li>- Strategic Objectives: long term</li> <li>- Strategies, types of strategies (business, corporate, functional).</li> <li>- Policies.</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding the importance of addressing the correct Vision, Mission, Objectives, Strategies and Policies in Strategy Formulation.</li> <li>- Introduction to the three types of strategies: Business, Corporate and Functional Strategies.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: vision and mission of large multinationals.</li> </ul>
12	6	2	AP	<b>STRATEGY FORMULATION</b> <ul style="list-style-type: none"> <li>- Vision.</li> <li>- Mission.</li> <li>- Strategic Objectives: long term</li> <li>- Strategies, types of strategies (business, corporate, functional).</li> <li>- Policies.</li> </ul>	<ul style="list-style-type: none"> <li>- Understanding the importance of addressing the correct Vision, Mission, Objectives, Strategies and Policies in Strategy Formulation.</li> <li>- Introduction to the three types of strategies: Business, Corporate and Functional Strategies.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: vision and mission of large multinationals.</li> </ul>

12	6	9	AA	<p>STRATEGY FORMULATION</p> <ul style="list-style-type: none"> <li>- Vision.</li> <li>- Mission.</li> <li>- Strategic Objectives: long term</li> <li>- Strategies, types of strategies (business, corporate, functional).</li> <li>- Policies.</li> </ul>	<ul style="list-style-type: none"> <li>'- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>'- Class discussion and participation.</li> <li>- Volunteers will analyze and discuss the vision and mission of different types of organizations.</li> </ul>
13	7	2	AP	<p>STRATEGY FORMULATION - Business Strategies</p> <ul style="list-style-type: none"> <li>- SFAS Matrix.</li> <li>- TOWS Matrix.</li> <li>- Porter's Competitive Strategies.</li> <li>- Tactics.</li> <li>- Cooperative Strategies.</li> <li>- Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>'- The SFAS Matrix for assessing overall competitiveness of the firm.</li> <li>- The TOWS Matrix for formulating the correct strategies.</li> <li>- Competitive Strategies: Low cost and differentiation strategies.</li> <li>- Cooperative Strategies: Collusion and Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>- Case presentations related to the corresponding session: SFAS &amp; TOWS Matrices.</li> <li>- Complementary reading presentation.</li> <li>- Class debate.</li> <li>- Applied reading: Porter's Competitive Strategies.</li> </ul>
14	7	2	AP	<p>STRATEGY FORMULATION - Business Strategies</p> <ul style="list-style-type: none"> <li>- SFAS Matrix.</li> <li>- TOWS Matrix.</li> <li>- Porter's Competitive Strategies.</li> <li>- Tactics.</li> <li>- Cooperative Strategies.</li> <li>- Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>'- The SFAS Matrix for assessing overall competitiveness of the firm.</li> <li>- The TOWS Matrix for formulating the correct strategies.</li> <li>- Competitive Strategies: Low cost and differentiation strategies.</li> <li>- Cooperative Strategies: Collusion and Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>- Case presentations related to the corresponding session: SFAS &amp; TOWS Matrices.</li> <li>- Complementary reading presentation.</li> <li>- Class debate.</li> <li>- Applied reading: Porter's Competitive Strategies.</li> </ul>
14	7	9	AA	<p>STRATEGY FORMULATION - Business Strategies</p> <ul style="list-style-type: none"> <li>- SFAS Matrix.</li> <li>- TOWS Matrix.</li> <li>- Porter's Competitive Strategies.</li> <li>- Tactics.</li> <li>- Cooperative Strategies.</li> <li>- Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>'- Class discussion and participation.</li> <li>- Volunteers will discuss Porter's Competitive Strategies.</li> </ul>
14	7	2	AV	Review	Use weblinks to recycle and review	USIL Virtual Campus
15	8	2	AP	<p>STRATEGY FORMULATION - Corporate Strategies</p> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Growth Strategies.</li> <li>- International Entry Options.</li> <li>- Stability Strategies.</li> <li>- Retrenchment Strategies.</li> <li>- Mergers and Acquisitions.</li> <li>- Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>'- The concept of Directional Strategies: Growth, Stability and Retrenchment.</li> <li>- Growth Strategies: Vertical and Horizontal Integration.</li> <li>- Retrenchment: Turnaround, Divest, Bankruptcy and Liquidation.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Class debate.</li> <li>- Applied reading: Strategic Alliances.</li> </ul>
16	8	2	AP	<p>STRATEGY FORMULATION - Corporate Strategies</p> <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Growth Strategies.</li> <li>- International Entry Options.</li> <li>- Stability Strategies.</li> <li>- Retrenchment Strategies.</li> <li>- Mergers and Acquisitions.</li> <li>- Strategic Alliances.</li> </ul>	<ul style="list-style-type: none"> <li>'- The concept of Directional Strategies: Growth, Stability and Retrenchment.</li> <li>- Growth Strategies: Vertical and Horizontal Integration.</li> <li>- Retrenchment: Turnaround, Divest, Bankruptcy and Liquidation.</li> </ul>	<ul style="list-style-type: none"> <li>'- Class discussion and participation.</li> <li>- All groups will provide a presentation about the different types of strategic alliances.</li> </ul>
16	8	9	AA	<p>STRATEGY FORMULATION - Corporate Strategies</p>	<ul style="list-style-type: none"> <li>'- The concept of Directional Strategies: Growth, Stability and</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business</li> </ul>



				<ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Growth Strategies.</li> <li>- International Entry Options.</li> <li>- Stability Strategies.</li> <li>- Retrenchment Strategies.</li> <li>- Mergers and Acquisitions.</li> <li>- Strategic Alliances.</li> </ul>	Retrenchment. - Growth Strategies: Vertical and Horizontal Integration. - Retrenchment: Turnaround, Divest, Bankruptcy and Liquidation.	examples. - Case presentations corresponding to the related session. - Class debate. - Applied reading: Strategic Alliances.
17	9	2	AP	STRATEGY FORMULATION - Corporate Strategies  <ul style="list-style-type: none"> <li>- Portfolio Analysis.</li> <li>- BCG Growth-Share Matrix.</li> <li>- GE Business Screen.</li> <li>- International Portfolio Analysis.</li> <li>- Corporate Parenting.</li> <li>- Parenting-Fit Matrix.</li> </ul>	'- Understanding the use of the BCG Growth-Share Matrix and GE Business Screen for Portfolio Analysis. - Understanding the concept of Corporate Parenting and its difference with Portfolio Analysis.	- Case presentations related to the corresponding session. - Complementary reading presentation. - Class debate.
18	9	2	AP	STRATEGY FORMULATION - Corporate Strategies  <ul style="list-style-type: none"> <li>- Portfolio Analysis.</li> <li>- BCG Growth-Share Matrix.</li> <li>- GE Business Screen.</li> <li>- International Portfolio Analysis.</li> <li>- Corporate Parenting.</li> <li>- Parenting-Fit Matrix.</li> </ul>	'- Understanding the use of the BCG Growth-Share Matrix and GE Business Screen for Portfolio Analysis. - Understanding the concept of Corporate Parenting and its difference with Portfolio Analysis.	- Case presentations related to the corresponding session. - Complementary reading presentation. - Class debate.
18	9	9	AA	STRATEGY FORMULATION - Corporate Strategies  <ul style="list-style-type: none"> <li>- Portfolio Analysis.</li> <li>- BCG Growth-Share Matrix.</li> <li>- GE Business Screen.</li> <li>- International Portfolio Analysis.</li> <li>- Corporate Parenting.</li> <li>- Parenting-Fit Matrix.</li> </ul>	- Review class material and read bibliographical references. - Use complementary reading posted in the virtual library.	'- Class discussion and participation. - Volunteers will analyze and discuss the tools used in Portfolio Analysis.
19	10	2	AP	STRATEGY FORMULATION - Functional Strategies  <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Core and distinctive competencies.</li> <li>- Marketing Strategies.</li> <li>- Financial Strategies.</li> <li>- Operations Strategies.</li> <li>- Human Resources Strategies.</li> <li>- Inf. Systems Strategies.</li> </ul>	'- Understanding the importance of Core and Distinctive Competencies. - Revision of the different strategies performed by the different Functional Areas.	- Slide presentations including theory and real business examples. - Case presentations corresponding to the related session. - Applied reading: Functional Strategies.
20	10	2	AP	STRATEGY FORMULATION - Functional Strategies  <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Core and distinctive competencies.</li> <li>- Marketing Strategies.</li> <li>- Financial Strategies.</li> <li>- Operations Strategies.</li> <li>- Human Resources Strategies.</li> <li>- Inf. Systems Strategies.</li> </ul>	- Review class material and read bibliographical references. - Use complementary reading posted in the virtual library.	'- Class discussion and participation. - Volunteers will analyze and discuss the different functional strategies used in several areas of the organization.
20	10	9	AA	STRATEGY FORMULATION - Functional Strategies  <ul style="list-style-type: none"> <li>- Concepts.</li> <li>- Core and distinctive competencies.</li> <li>- Marketing Strategies.</li> <li>- Financial Strategies.</li> </ul>	'- Understanding the importance of Core and Distinctive Competencies. - Revision of the different strategies performed by the different Functional Areas.	- Slide presentations including theory and real business examples. - Case presentations corresponding to the related session. - Applied reading: Functional Strategies.

				<ul style="list-style-type: none"> <li>- Operations Strategies.</li> <li>- Human Resources Strategies.</li> <li>- Inf. Systems Strategies.</li> </ul>		
Basic and Supplemental References Required Reading: [1] Peng, M. (2010). Estrategia Global (2°ed.). México, D.F. : Cengage Learning. [2] Caligiuri, P., Lepak, D., & Bonache, J. (2010). Global Dimensions of Business: Managing the Global Workforce. Hoboken, NJ, USA: Wiley-Blackwell. Retrieved from <a href="http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727">http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727</a>						
<b>Unidad N° 3: Implementing, Assessing and Measuring the Strategy.</b>						
Specific Outcome: 3.1.,3.2.						
21	11	2	AP	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Organizational Life Cycle.</li> <li>- Organizational Structure.</li> <li>- Change Management, organization transformation.</li> <li>- Principles of Reengineering: BPR/BPM/BPI/TQM.</li> <li>- Job Design.</li> <li>- Digital Age.</li> </ul>	<ul style="list-style-type: none"> <li>'- Analysis of the different types of structures: Simple, Divisional, Matrix and Network structures.</li> <li>- Continuous improvement and use of the different tools of Business Process Management (BPM).</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Applied reading: Types of Organizational Structures.</li> </ul>
22	11	2	AP	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Organizational Life Cycle.</li> <li>- Organizational Structure.</li> <li>- Change Management, organization transformation.</li> <li>- Principles of Reengineering: BPR/BPM/BPI/TQM.</li> <li>- Job Design.</li> <li>- Digital Age.</li> </ul>	<ul style="list-style-type: none"> <li>'- Analysis of the different types of structures: Simple, Divisional, Matrix and Network structures.</li> <li>- Continuous improvement and use of the different tools of Business Process Management (BPM).</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Applied reading: Types of Organizational Structures.</li> </ul>
22	11	9	AA	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Organizational Life Cycle.</li> <li>- Organizational Structure.</li> <li>- Change Management, organization transformation.</li> <li>- Principles of Reengineering: BPR/BPM/BPI/TQM.</li> <li>- Job Design.</li> <li>- Digital Age.</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>'- Class discussion and participation.</li> <li>- Volunteers will analyze and discuss the different types of organizational structures.</li> </ul>
23	12	2	AP	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Hiring, firing, redirecting at all organizational levels.</li> <li>- Post-strategy change, post-acquisition integration.</li> <li>- Leadership, successful managers.</li> <li>- Action Planning.</li> </ul>	<ul style="list-style-type: none"> <li>'- Staffing: finding the right people for the right job positions.</li> <li>- Leadership and coaching, training top management.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Applied reading: Leadership in Organizations.</li> </ul>
24	12	2	AP	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Hiring, firing, redirecting at all organizational levels.</li> <li>- Post-strategy change, post-acquisition integration.</li> <li>- Leadership, successful managers.</li> <li>- Action Planning..</li> </ul>	<ul style="list-style-type: none"> <li>'- Staffing: finding the right people for the right job positions.</li> <li>- Leadership and coaching, training top management.</li> </ul>	<ul style="list-style-type: none"> <li>- Slide presentations including theory and real business examples.</li> <li>- Case presentations corresponding to the related session.</li> <li>- Applied reading: Leadership in Organizations.</li> </ul>
24	12	9	AA	STRATEGY IMPLEMENTATION <ul style="list-style-type: none"> <li>- Hiring, firing, redirecting at all organizational levels.</li> <li>- Post-strategy change, post-acquisition integration.</li> <li>- Leadership, successful</li> </ul>	<ul style="list-style-type: none"> <li>- Review class material and read bibliographical references.</li> <li>- Use complementary reading posted in the virtual library.</li> </ul>	<ul style="list-style-type: none"> <li>'- Class discussion and participation.</li> <li>- Volunteers will discuss the concepts and approaches of leadership in organizations.</li> </ul>

				managers. - Action Planning.		
25	13	2	AP	STRATEGY EVALUATION AND CONTROL  - Concepts. - Financial Measures. - Shareholder Value Measures. - Controls. - Management by Objectives. - Activity Based Costing. - Balanced Scorecard.	'- Understanding the different financial measures used by corporations. - The importance of using other non-financial measures. - The Balanced Scorecard as one of the most important non-financial measures.	- Slide presentations including theory and real business examples. - Case presentations corresponding to the related session. - Class debate. - Applied reading: The Balanced Scorecard.
26	13	2	AP	STRATEGY EVALUATION AND CONTROL  - Concepts. - Financial Measures. - Shareholder Value Measures. - Controls. - Management by Objectives. - Activity Based Costing. - Balanced Scorecard.	'- Review class material and read bibliographical references. - Use complementary reading posted in the virtual library.	'- Class discussion and participation. - Volunteers will discuss the concepts and importance of the Balanced Scorecard in organizations.
26	13	10	AA	STRATEGY EVALUATION AND CONTROL  - Concepts. - Financial Measures. - Shareholder Value Measures. - Controls. - Management by Objectives. - Activity Based Costing. - Balanced Scorecard.	'- Understanding the different financial measures used by corporations. - The importance of using other non-financial measures. - The Balanced Scorecard as one of the most important non-financial measures.	- Slide presentations including theory and real business examples. - Case presentations corresponding to the related session. - Class debate. - Applied reading: The Balanced Scorecard.
27	14	2	AP	INTEGRATIVE PROJECT  - Presentation of the Integrative Project. - Evaluation and Feedback of the Integrative Project.	'- Analysis and interpretation of a real Business Case using all the concepts and techniques learned during the whole course. - Presentation of different business cases made by the students.	- Students will present a real business case applying all the concepts and techniques learned in class. - Open questions and debate.
28	14	2	AP	INTEGRATIVE PROJECT  - Presentation of the Integrative Project. - Evaluation and Feedback of the Integrative Project.	'- Analysis and interpretation of a real Business Case using all the concepts and techniques learned during the whole course. - Presentation of different business cases made by the students.	- Students will present a real business case applying all the concepts and techniques learned in class. - Open questions and debate.
28	14	10	AA	INTEGRATIVE PROJECT  - Presentation of the Integrative Project. - Evaluation and Feedback of the Integrative Project.	None	None
29	14	2	AV	Review	Use weblinks to recycle and review	USIL Virtual Campus

Basic and Supplemental References Required Reading: [1] Peng, M. (2010). Estrategia Global (2ªed.). México, D.F. : Cengage Learning. [2] Caligiuri, P., Lepak, D., & Bonache, J. (2010). Global Dimensions of Business: Managing the Global Workforce. Hoboken, NJ, USA: Wiley-Blackwell. Retrieved from <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727>



Methodology				
The course employs an active and interactive methodology combining theory with practical cases, debates, applied exercises and a final integrative case.				
Assessment System				
Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.				
The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.				
Type Evaluation	%Weighing	Observation	Week Assessment	Rezag.
Evaluación Permanente	65%			
Promedio 1	35%			
Actividad 01	60%		Semana 14	No
Actividad 02	40%		Semana 14	No
Promedio de Prácticas	30%			
Práctica 1			Semana 3	No
Práctica 2			Semana 6	No
Práctica 3			Semana 10	No
Práctica 4			Semana 13	No
Trabajo	35%		Semana 14	No
Examen Parcial	20%			
Examen Final	15%			

General Guidelines	
<b>Title III: Attendance</b>	
- <b>Article 11:</b> Attendance to theory lessons, practice lessons, lab sessions and workshops is regulated in each course's syllabus.	
<b>Article 12:</b> The student will be able to do the follow –up of their attendance record in Infosil. In case he notices an irregularity, there is a three-day deadline (working days) to ask for an official revision of it.	
<b>Title V: Evaluation process</b>	
- <b>Article 23:</b> The student who does not take one or more exams of the Ongoing Evaluation will be able to ask for a make-up exam of only one of them only if the syllabus allows it.	
The Academic Calendar indicates the deadline for requesting a make-up exam, the date to pay for it, the fee and the dates when it will be administered. This exam will be about all the topics developed in the syllabus and will replace the exam the student did not take.	
<b>Article 25:</b> The exams have to be taken personally and in-campus or in the branches authorized by the Academic Vice-Presidency. In case that branch is not the regular one where students have their lessons, they will be previously informed. Exams taken through the Virtual Campus are an exception to this article	
Midterm, final and make-up exams of the e-learning mode will be administered in-campus, in the classrooms assigned by the university	
Course Specific Rules	
The final exam includes from the first session to the last.	
Attendance Policy	
Total Percentage Absences Permitted	30%
The students who reaches or exceeds the total percentage absences permitted for the course, defined by the total of effective hours, will not be able to take the final exam or the equivalent evaluation defined by the course coordination and therefore will get zero (00) as the score.	

Basic and Supplemental References Required Reading
<p><b>Basic References:</b></p> <p>[1] Peng, M. (2010). <i>Estrategia Global</i> (2a ed.). México, D.F.: Cengage Learning.</p> <p><b>Supplemental References Required Reading:</b></p> <p>[2] Caligiuri, P., Lepak, D., &amp; Bonache, J. (2010). <i>Global Dimensions of Business: Managing the Global Workforce</i>. Hoboken, NJ, USA: Wiley-Blackwell.. Recuperado de <a href="http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727">http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10469727</a></p>

**References Supplementary Reading non-binding**

- [1] Hitt, M. (2001). *Strategic management competitiveness and globalization* (4a ed.). Cincinnati, Ohio South-Western : College Publications.
- [2] Wilensky, A. (2000). *Marketing estratégico* México, D.F.: Fondo de Cultura Económica..
- [3] Steers, R., & Nardon, L. (2005). *Managing in the Global Economy*. Armonk, NY, USA: M.E. Sharpe, Inc.. Recuperado de <http://site.ebrary.com/lib/bibliosil/docDetail.action?docID=10178053>
- [4] Hill, Ch. (2008). *Strategic management : an integrated approach* (8a ed.). Boston: Houghton Mifflin.

<b>Approved by:</b>	<b>Validated by:</b>
FERNANDEZ CASTRO, JORGE GIOVANNI	Office of Curriculum Development
Date: 03/07/2019	Date: 08/08/2019