



Course Information					
Code:	GES53022	Course:	ESTRATEGIAS GERENCIALES		
Coordination Area / Program:	FAC. CC.EE. ADMINISTRACION				Mode: Presencial
Credits: 04	Tipo de hora	Presencial	Virtual	H. Totales	Autonomous Learning Hours: 128
	H.Teoria	64	0	64	
	H.Práctica	0	0	0	
	H.Laboratorio	0	0	0	
Period: 2024-02	Start date and end of period: del 19/08/2024 al 08/12/2024				
Career: ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - MARKETING - PSICOLOGÍA - RELACIONES INTERNACIONALES					

Course Pre-requisites		
Code	Course - Credits	Career
GESTEMPCOM	GESTIÓN DE EMPRESAS DE COMUNICACIÓN	ADM. NEG. DIG.
	> 100 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - MARKETING - PSICOLOGÍA - RELACIONES INTERNACIONALES
FC-AD-ADM GESTEMPR	GESTIÓN DE EMPRESAS	ING. CIVIL - ADM. Y EMPRENDIMIENTO
FC-ADM GESTEMPR	GESTIÓN DE EMPRESAS	GEST. AMBIENTAL EMP. - ADM. DE LA SALUD - ING AGROIND - ING SIST INFORM - ADMINISTRACION - COMUNICACIONES - ECO. NEG. INT. - ADM-GEST-AMBIENT - ING. INDUSTRIAS ALIM. - ADM&FINCORP - ING-SOFT - ECONOMIA - ING. INDUSTRIAL Y C. - ARQUITECTURA - ARTE Y DIS. EMP. - DERECHO - RELAC. INTERNACIONALES - MARKETING - ECO. Y

		FINANZAS - GASTR. GEST. REST. - ING. AGROINDUSTRIAL - PSICOLOGIA - ING. CIVIL - ADM. Y EMPRENDIMIENTO - ING. EMPRESARIAL - ING. AMBIENTAL
DGB-BUSINMANAGE	BUSINESS MANAGEMENT	ADMINISTRACION

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
NAVINTA HORNA, ROXANA ISABEL	rnavinta@usil.edu.pe		

Instructors
You can check the timetables for each teacher in their INFOSIL in the Classes Development Teachers option Teachers .

Course Overview
Management Strategies is a specialty subject, it has a theoretical character, it contributes to the development of the Planning competence, through the preparation of a strategic plan report. It includes the development of the following thematic axes: Diagnosis of the current situation, formulation of strategies at the business levels and the application of the Balance Scorecard. The creditable product of the course is a report on an organization's strategic plan and its support developed as a group.

Competencias Profesionales y/o Generales			
Carrera/Programa	Sigla/ Denominación de la competencia	Nivel de la competencia	Aprendizajes esperados
ADMINISTRATION	CP1: Planning	N2 Uses management models and tools, applying methodologies to evaluate environments and formulate goals or objectives, to determine the viability of the company.	<ul style="list-style-type: none"> - Proposes short, medium and long-term goals or objectives, consistent with the information obtained from the analysis of the macro and micro environment. - Analyze the macro and micro environment of an organization (functional areas), applying the theoretical tools of scientific management. - Carry out a diagnosis of the organization that allows more information to be made to make better decisions. - Develops action plans, considering the resources needed and the expected results.

General Course Result	Unit Result
At the end of the course, the student delivers a diagnosis of the current situation of a real company, analyzes the external and internal environment, analyzes the strategies applied by the company at the functional, business and corporate levels. Conduct a critical analysis of the company's governance. The creditable product of the subject is a report on the Strategic	1. 1. At the end of the unit, the student presents the research result regarding Strategies used by companies, mentioning the effect of the Applied Strategies.
	2. At the end of the unit, the student presents Advance No. 1 of the work that contains the external and internal analysis

Management of the analysed company and its support developed as a group.	of the company, makes use of illustrative statistics and analyzes the internal resources possessed by the company.
	3. At the end of the unit, the student presents Advance No. 2 of the group work that contains the analysis of the functional, business and corporate strategies applied by the company in the past, with emphasis on the results obtained by each strategy applied.
	4. At the end of the unit, the student will present the report of the company's Strategic Management work, which must contain a critical analysis of the company's governance structure and how it facilitates or hinders the execution of strategies.

Development of activities		
Unit Result 1: <i>1. At the end of the unit, the student presents the research result regarding Strategies used by companies, mentioning the effect of the Applied Strategies.</i>		
Session 1: <i>At the end of the session, you will have to differentiate companies that use Strategic Management from their operations, you will have to know how to determine when a company is strategically managed and locate what strategies a company uses and how the use of these influences competitiveness and achievement of Competitive Advantages.</i>		Semana 1 a 2
Learning Activities	Contents	Evidence
Holds a group forum to investigate strategies applied by companies with discussion regarding the results of the application of the strategies.	Analysis of the concept of Strategic Management, competitive advantage and its influence on the profitability of companies	- Forum report on discussion and location of strategies used by companies. - Formation of working groups for the final project
Unit Result 2: <i>At the end of the unit, the student presents Advance No. 1 of the work that contains the external and internal analysis of the company, makes use of illustrative statistics and analyzes the internal resources possessed by the company.</i>		
Session 2: <i>At the end of the session, the student will have to determine which are the relevant external conditions that influence the development of a company and how strategies can help to face the Opportunities and Threats of the environment</i>		Semana 3 a 3
Learning Activities	Contents	Evidence
Discusses how the external environment influences the performance of companies through the Pandemic.	- Discuss the Pests Analysis - Conceptually know what is an opportunity and a threat - Discuss Porter's 5 Forces Affecting the Development of Industries	Forum Report to Analyze How the External Environment Influenced the Pharmaceutical and Hospitality Industry in 2021
Session 3: <i>At the end of the session, the student should know how to determine what are the internal resources that the company manages and how it coordinates them to carry out strategic activities.</i>		Semana 4 a 5
Learning Activities	Contents	Evidence
- It analyzes a company's balance sheet and determines the value of resources. - Discusses the value of companies' intangible resources (Forbes). Understand and discuss Intangible Resources (Second machine age).	Conceptually analyze the terms Resource, Entrepreneurial Ability, Business Competencies, and Competitive Advantage.	Summary of the excerpt Intangible Resources (2nd machine age) Determine the internal resources possessed by the companies that are the subject of the final work
Unit Result 3: <i>At the end of the unit, the student presents Advance No. 2 of the group work that contains the analysis of the functional, business and corporate strategies applied by the company in the past, with emphasis on the results obtained by each strategy applied.</i>		
Session 4: <i>At the end of the session, the student identifies the functional strategies applied in a company and how they influence the overall success of the company, supporting the other strategies</i>		Semana 6 a 7

<i>applied by the company at all levels. Present a report on the functional innovation strategy according to a proposed case</i>		
Learning Activities	Contents	Evidence
Analyze the organizational chart of a corporate company, recognizing its functional areas and functions of each. Identify the strategies applicable in each functional unit.	- Organizational Structure and Functional Areas. - Concepts of efficiency, quality, innovation and customer responsiveness. - Understanding of the Value Chain as a tool to determine functional strategies.	Quiz No1 Report on the innovation process of the electric lamp (case) and reflect on how innovation (functional strategy) can influence the success of a company.
Session 5: <i>At the end of the session, the student identifies the strategies at the business level, their nature and their benefits: Cost Leadership and Differentiation</i>		Semana 8 a 9
Learning Activities	Contents	Evidence
- Identify iconic companies that have achieved cost leadership. - It identifies companies that have achieved significant differentiation in their products and how both have benefited the companies.	- Analysis of Cost drivers and Value drivers as generators of Cost Leadership and Differentiation. - Locate the risks of both strategies.	Present work report in groups proposing cost reduction measures for a Restaurant in all relevant activities of the Value Chain.
Session 6: <i>At the end of this session, the student learns about the nature of the Diversification Strategy</i>		Semana 10 a 10
Learning Activities	Contents	Evidence
- Reflect, through a practical example, on the reasons why a company diversifies and how the application of this strategy influences the company's competitive position. - Investigate specific cases of Diversification.	- Analysis of the Ansoff matrix and the importance of diversification in this matrix. - Synergy as an objective of Diversification.	Present Working Group Report Case: Toyota's Decision to Manufacture Batteries for Electric Cars
Session 7: <i>At the end of this session, the student will understand the nature and complexity of the Acquisition and Merger Strategy and what are the various important variables to be taken into account in the execution of this Strategy.</i>		Semana 11 a 12
Learning Activities	Contents	Evidence
- Make a list of the most important variables of a group acquisition. - Class discussion of the previous exercise analyzing how to evaluate each variable.	- Present a mathematical approach to determining the value of synergy in an acquisition. - Consider existing legislation and restrictions contained therein.	- Presents a list of acquisitions in Peru and abroad showing the acquiring company, the acquired company, the purpose of the operation and the result of the same.
Session 8: <i>At the end of this session, the student has knowledge of the basic aspects of the Internationalization Strategy, which aims to place their products or services abroad, contributing to the development of the country.</i>		Semana 12 a 13
Learning Activities	Contents	Evidence
Take an exercise to discuss and familiarize yourself with the basics of a specific export.	- Analyze the modes of entry into the international market. - Analysis of the risks involved in international trade.	- Inform how an agro-industrial company producing fruit (avocados) can enter the North American market. - Presentation of Advance No. 2 of the Final Project.
Unit Result 4: <i>At the end of the unit, the student will present the report of the company's Strategic Management work, which must contain a critical analysis of the company's governance structure and how it facilitates or hinders the execution of strategies.</i>		
Session 9: <i>At the end of this session, the student knows the top management in the organizational structure of companies and its influence on the execution of strategies, knows the problems inherent to the Senior Management-Administration (Agency) relationship. Presentation of the written document of the final project.</i>		Semana 13 a 14
Learning Activities	Contents	Evidence
- Analyze the organizational structure of a corporation and reflect on the governance system	- Cause-effect concepts in the development of strategic activities. - The Balanced Scorecard:	- Students will present a graphical outline of the strategic activities required to achieve the business

with emphasis on top management. - Reflect on how the governance system can help or hinder the execution of strategies.	Strategy Maps and Scorecard Agency Issues in Corporate Governance.	objective with emphasis on BSC perspectives and the cause-effect relationship of strategic activities - Final examination PRESENTATION OF THE FINAL PROJECT DOCUMENT
Session 10: <i>At the end of this session, students will have presented their group work on the final project. All members of the group will take part.</i>		Semana 15 a 16
Learning Activities	Contents	Evidence
- Presents the final project orally.	Each group presents their work.	All members of each group will participate in the oral presentation supporting a part of the project. There will be questions during the presentation. Each student's presentation will be graded. The Project as a whole will also have a note.

Methodology
The course will be developed based on the following methodologies: Collaborative learning, participatory, inductive and deductive learning. The methodology of this course is participatory and collaborative because it seeks to promote spaces for the student to assume an active role and teamwork, which will not only benefit them personally, but will enrich the entire class. An inductive and deductive methodology will also be used. The teacher will guide their teaching in such a way that students can understand the contents clearly and evidently, or in a sequential and logical way. The methodologies indicated will be used for the development of the course in face-to-face mode.

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	60%			
Promedio de Prácticas	100%			
Práctica 1	30%	Average Progress 1 & 2	Semana 15	No
Práctica 2	40%	Average Quiz No. 1 and Final test	Semana 16	No
Práctica 3	30%	Oral presentation and class participation	Semana 16	No
Evaluación Final	40%		Semana 16	No

Attendance Policy	
Total Percentage Absences Permitted	30%
Class attendance is mandatory. The student who reaches or exceeds the limit of thirty percent (30%) of absences in the course, defined by the total of effective hours, will be disqualified from taking the final evaluation, corresponding to said evaluation with a grade of zero (0).	
In hybrid classrooms, only synchronous virtual participation (via zoom) is allowed, up to a maximum of 50% of the total course.	

Basic Required Reading

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| [1] Hill, Charles W. L. (2017). <i>Strategic management theory</i> /. (12th ed.). Cengage Learning,.
[2] Hitt, Michael A. (2015). <i>Strategic management : competitiveness & globalization : concepts and cases</i> /. (11th ed.). South-Western Cengage Learning,.
[3] David, Fred R. (2017). <i>Conceptos de administración estratégica</i> /. (15a ed.). Pearson Educación,. |
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References Supplementary

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| [1] Robert S. Kaplan and David P. Norton (2007). Using the Balanced Scorecard as a Strategic Management System. https://hbr.org/2007/07/using-the-balanced-scorecard-as-a-strategic-management-system |
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Prepared by:	Approved by:	Validated by:
NAVINTA HORNA, ROXANA ISABEL / CENTENO CARDENAS, DAVID ALCIDES /	JAVIER VIDALON, JORGE LUIS	Office of Curriculum Development
Date: 20/06/2024	Date: 08/07/2024	Date: 16/07/2024