IN3020  
Strategic Planning 

Course in which it’s recommended to incorporate the dimensions of the sustainable development.  
CIP: 143501  Industrial Engineering.  
CL-L-U-CA-UDC: 3-0-8-3-3.5 

Discipline: 
Industrial Engineering 

School:  
Engineering and Sciences 

Academic Department:  
Industrial Engineer 

Programs:  
9 IIS07, 9 IIS11 

Prerequisites:  
period 8 

Equivalences:  
IS00897; AD3003 

Course intention within the general study plan context:  
Advanced course in which students integrate systemic competencies to analyze and establish growth strategies for an organization. This course requires prior knowledge of problem-solving methodologies. The learning outcome is for students to be able to complete a strategic, operating plan for a competitive strategy for an organization, considering both the external environment and its resources and capabilities. 

Course objective:  
The student will be able to realise the strategic and operative planning of a competitive strategy for an organization considering the external environment scanning, megatrends, and the organization resources and capacities. 

Course topics and subtopics:  
1. The process of strategic planning: classic and interactive  
   1.1 The concept of planning.  
   1.2 Historical issues of strategic planning.  
   1.3 Systems thinking in planning.  
   1.4 Stages of strategic management.  

2. Competitive strategy
2.1 External environment scanning techniques.
2.2 Techniques for internal evaluation of resources and capacities.
2.3 Megatrends
2.4 Strategy and business model.
2.5 Mission, Vision and Value Proposal.

3.1 Strategic Objectives.
3.2 Strategic Projects.
3.3 Competence Development.
3.4 Organisational Culture: structure, policies, conflicts, leadership.

4.1 Key performance indicators.
4.2 Goals establishment.
4.3 Strategy audit.

Specific learning objectives by topic:
1. The process of strategic planning: Classic and interactive.
   - To know the importance of the strategic planning process and its impact in the competitiveness of the organization.
   - To understand the systems thinking approach for a successful competitive strategy implementation.

2. Strategy and its inputs
   - To understand the strategy concept and its different approaches.
   - To make detailed external analysis for a determined economic sector.
   - To discuss internal analysis techniques for a company.
   - To recognize the global tendencies that hit in the organizacional strategy.
   - To visualize the importance of megatrends and prospective scenarios in the development of an adaptive organization that is built to last.

3. Corporative and business strategies
4. Strategic planning
   - To identify the planning cycle in the organizations.
   - To design the vision and the mission of a company.
   - To recognize the ability to act like change agents in the organizations by doing professional planning.
   - To construct and select functional strategies to compete in a specific sector.

5. Operative planning
   - To unfold the strategic planning in operative planning by means of a specific technique.
   - To identify and to understand the critical factors of success of any company in order to generate value between the actors: shareholders, clients and employees.
   - To recognize the responsibility to fulfill on time the plans and programs of the companies.

Suggested methodologies and learning techniques:
Interactive presentations.
Small groups exercises in selected themes.
Quizzes on selected readings.
Study cases of corporative and business strategy.
Design of a Planning System for a company.

Teaching and learning techniques:
Collaborative learning

Estimated timing per topic:
1. The process of strategic planning (3 hours)
2. Strategy and its inputs (12 hours)
3. Corporative and business strategies (12 hours)
4. Strategic planning (9 hours)
5. Operative planning (9 hours)
Total: 45 hours

Suggested evaluation policies:
45% ... 3 monthly exams
5% ... Final exam
10% ... Quizzes on selected readings
20% ... Collaborative work and small group assignments
20% ... Small group final project
100% ... TOTAL

Suggested Bibliography:

TEXT BOOKS:

BOOKS FOR CONSULTATION:
* Mintzberg, Henry., Directivos, no MBAs : una visión crítica de la dirección de empresas y la formación empresarial, Spain : Barcelona : Deusto, 2005, spa, 8423423069, 9788423423064
* Collins, James C. (James Charles), Built to last : successful habits of visionay companies, United States : Estados Unidos : Random House, 2005, eng, 1844135845
Support material:
Suggested readings for quizzes:

WWW sites
The Economis Intelligence Unit: http://www.eiu.com/index.asp?rf=0
PriceWaterHouseCoopers: http://www.pwc.com/
The Boston Consulting Groups: http://www.bcg.com/
Guias empresariales de la Secretaria de Economia: http://www.contactopyme.gob.mx/guiasempresariales/

Periodicals
Harvard Business Review
Sloan Management Review
The Economist
Forbes
Fortune
Estrategia Industrial
Expansión

Academic credentials required to teach the course:
(143501) Master Degree in Industrial Engineering and (520201) Master Degree in Business Administration/Management and
(142701) Master Degree in Systems Engineering and (143701) Master Degree in Operations Research and (143501) Doctoral Degree in Industrial Engineering and (520201) Doctoral Degree in Business Administration/Management and (142701) Doctoral Degree in Systems Engineering and (143701) Doctoral Degree in Operations Research
CIP: 143501, 520201, 142701, 143701

Language of Instruction:
Spanish