

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. Strategy Implementation.

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

4. Strategy Evaluation.

- 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 organizational 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 montly exams

5% ... Final exam

10%...Quizzes on selected readings

20% ..Colaborative work and small group assignments

20%...Small group final project

100%..TOTAL

Suggested Bibliography:

TEXT BOOKS:

* David, Fred R., Conceptos de administración estratégica, 9a ed., Mexico : México : Pearson Educación, 2003, spa, 9702604273, 9789702604273

* Grant, Robert M., Contemporary strategy analysis, 5th ed., Malden, Mass. : Blackwell Pub., 1995, eng, 1405119985 (encuadernado : papel alcalino)

* Hax, Arnoldo C., The strategy concept and process : a pragmatic approach, 2nd ed., New Jersey : Upper Saddle River, N.J. : Prentice Hall, 1996, eng, 0134588940

BOOKS FOR CONSULTATION:

* Thompson, Arthur A., Crafting and executing strategy : text and readings, 15th ed., Boston : McGraw-Hill/Irwin, 2007, 0071107568 (papel al, 9780071107563 (papel alcalino)

* Porter, Michael E., Ventaja competitiva : creación y sostenimiento de un desempeño superior, 2a ed. rev., Mexico : México : CECSA, 2002, spa, 9702402034, 9789702402039

* Mintzberg, Henry, El proceso estrategico, 1a ed., Spain : Madrid, España : Prentice Hall, 1999, spa, 8483220504

* 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 visionary companies, United States : Estados Unidos : Random House, 2005, eng, 1844135845

* The global competitiveness report 2005-2006: World Economic Forum, Geneva, Switzerland 2005, New York : New York : Palgrave Macmillan, 2005, eng, 1403998442, 9781403998446

* Porter, Michael E., Competitive strategy : techniques for analyzing industries and competitors, 1st Free Press ed., New York : New York : Free Press, 2004, eng, 0743260880

* Mintzberg, Henry, Strategy safari : a guided tour through the wilds of strategic management, New York : New York : Free Press, 1998, eng, 0684847434 (hardcover)

* Thompson, Arthur A., Strategy : winning in the marketplace : core concepts, analytical tools, cases, 2nd

ed., Massachusetts : Boston, Mass. : McGraw-Hill, 2006, eng, 0071116702 (papel no ácido), 0071119337, 0072989904 (papel alcalino)

Support material:

Suggested readings for quizzes:

Porter E. Michael. "What is strategy", HBR Nov.-Dic. 1996.

Collins C. James and Porras I. Jerry. "Building your company's vision", HBR Sep.-Oct. 1996.

Prahalad and Hamel Gary. "The core competence of the corporation", HBR May.-Jun. 1990.

Gunman. 2004. New Rules for Strategic Engagement.

Teare (1998). Relating strategy, structure and performance.

Porter, M. (1991). Toward a dynamic theory of strategy.

Mckinsey. (2007) Action global trends.

Mckinsey. (2007) Building global champions in Latin America.

Rohm, H. (2002). Developing and using Balance Scorecard performance Systems

WWW sites

The Economis Intelligence Unit: <http://www.eiu.com/index.asp?rf=0>

Empresas y empresarios: http://empresarios.mundoejecutivo.com.mx/secciones.php?id_sec=6

The McKinsey Quarterly: <http://www.mckinseyquarterly.com/home.aspx>

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