



NATIONAL UNIVERSITY OF ENGINEERING
COLLEGE OF ECONOMICS AND STATISTICAL ENGINEERING
STATISTICAL ENGINEERING PROGRAM

EA911 – STRATEGIC PLANNING

I. GENERAL INFORMATION

CODE	: EA911 Strategic Planning
SEMESTER	: 9
CREDITS	: 3
HOURS PER WEEK	: 4 (Theory–Practice)
PREREQUISITES	: EA615 Administration and Management
CONDITION	: Compulsory
INSTRUCTOR	: Juan Sierra Contreras
INSTRUCTOR E-MAIL	: jsierra.c@gmail.com

II. COURSE DESCRIPTION

The course prepares students for a proper understanding of the process of strategic planning as a management tool and management of public and private entities. For which there are: a) the main conceptual elements underpinning the approach to strategic planning in contrast to traditional approaches and b) the main stages of the process of strategic planning or explanatory moment, normative time, strategic time and operational time. In each case, the applied work is developed by students organized in teams to present and discuss along the course.

III. COURSE OUTCOMES

1. Formulate and analyzes the organizational culture of a public or private entity.
2. Propose the mission and vision statements of an organization distinguishing the scope of each of these concepts.
3. Make the situational analysis of an organization using various techniques: SWOT analysis, situational flow chart and cause-effect diagrams.
4. Perform competitive analysis of the industry to determine the competitiveness of the sector.
5. Design strategic plans differentiating the various levels of the strategic planning process: strategic management level, functional level and operational level.
6. Analyze different strategic options from a toolkit: alternative, strategic, sector analysis and product portfolio.

IV. LEARNING UNITS

1. BALANCE OF EXPERIENCE PLANNING / 6 hours

Experience in socialist, capitalist, developed, Latin American and Peruvian economies.

2. CONCEPTUAL ASPECTS OF STRATEGIC PLANNING / 6 hours

Planning as a calculation resource / Triangle of government / Time planning / Concept of strategy / Main differences between strategic planning and traditional planning.

3. ORGANIZATIONAL CULTURE / 2 hours

Management style / Organizational principles / Structure / Human talent / Support systems.

4. MOMENTS OF STRATEGIC PLANNING PROCESS / 30 hours

EXPLAINING TIME / 12 hours

Identification and selection of problems / Cause-effect diagrams / Competitive analysis (Five forces model of Porter).

LEGAL TIME / 4 hours

View / Mission / Strategic objectives / Strategic formulation / planning matrix.

STRATEGIC TIME / 12 hours

The different concepts of strategy / Viability of the strategy / Types of strategy: cooperation, cooptation and conflict / Strategic options: strategic alternatives, vector analysis of growth and product portfolio.

TACTICAL OPERATIVE TIME / 2 hours

Corporate strategic planning / Activities and strategic projects / Management indices.

5. HOSHIN - KANRI APPROACH / 4 hours

PECA cycle / Measures of process performance / Key activities plan / Long-term plan / Short-term plan.

V. METHODOLOGY

The course is developed in theory and practice sessions. In the theory sessions, the instructor presents each topic combining the theoretical aspects with practical examples seeking to maintain the active participation of students. In the practice sessions, students organized in working groups develop applications for the five areas of study have been determined for the course: organizational culture, situational analysis (SWOT), vision and mission, competitive industry analysis and systematization the strategy of the company that have been selected as a subject of study.

VI. EVALUATION FORMULA

The Average Grade PF is calculated as follow:

$$PF = (EP + EF + 2*AW) / 4$$

EP: Mid-Term Exam

EF: Final Exam

AW: Average of applied works

VII. BIBLIOGRAPHY

1. MATTUS, CARLOS

Policy, Planning and Government. OPS, ILPES. 1999.

2. SERNA GÓMEZ, HUMBERTO

Planning and Strategic Management, Ram, 2005.

3. HILL, CHARLES W. AND JONES, GOVERT R.

Strategic Administration, Mc. Graw Hill, 2006.

4. PORTER, MICHAEL

Competitiveness, CECSA, 2006.

5. DAVID, FRED R.

Strategic Administration, Prentice Hall Ed. 1997.