



NATIONAL UNIVERSITY OF ENGINEERING
COLLEGE OF INDUSTRIAL AND SYSTEMS ENGINEERING

INDUSTRIAL ENGINEERING PROGRAM

GP515 – STRATEGIC PLANNING AND MANAGEMENT

I. GENERAL INFORMATION

CODE	: GP515 – Strategic Planning and Management
SEMESTER	: 9
CREDITS	: 03
HOURS PER WEEK	: 04 (Theory – Practices)
PREREQUISITES	: GP314 – Marketing
CONDITION	: Mandatory

II. COURSE DESCRIPTION

The course prepares the student in the application of the concepts, methodologies and techniques for strategic management in an organization that generates goods and / or services. It is based on the origins of planning and strategic direction to establish methodologies and techniques used for the analysis of internal and external environments. The vision, mission, values, SWOT analysis and the SWOT matrix are applied to establish a strategic proposal. The formulation, implementation and evaluation of strategies are required in organizations to determine the direction that must be taken to achieve their long-term objectives. Examples and application problems are developed and specialized software is used.

III. COURSE OUTCOMES

At the end of the course the student will:

- Holistically distinguish the basic principles of Strategic Management.
- Know the diagnosis, formulation, implementation and evaluation of strategies.
- Analyze, select and implement information systems in the planning and strategic direction of organizations.
- Relate methodologies and tools framed within a system of values and ethical principles, which in turn generate strategic cultures of change.
- Identify, contributing to the generation of interactive management styles for the development of competitive and innovative organizations.
- Include the different tools, quantitative and management techniques to develop mathematical models that make possible its optimization and its subsequent control, applying them to the different stages of strategic planning and direction.
- Define policies and procedure that allow the development of an adequate analysis, formulation, implementation, evaluation and control of the strategic planning and direction of organizations.

IV. LEARNING UNITS

1. STRATEGIC ADMINISTRATION AND E.A.G.

Review of Administration and Organization concepts. The Strategic Administration processes. Determinants of the Organization's performance. General concepts and definitions. Senior Management Team Design - EAG. Analysis of the senior management team. Profile of the High Management Team Ideal. Evaluation of the current Senior Management Team and how to close the gaps between the ideal and the real. Strategic prospect, administration of the future, tools and scenarios of the future.

2. STRATEGIC ANALYSIS, EXTERNAL AND INTERNAL EVALUATION

Definition of the Organization's Mission. Analysis of the "Stakeholders". Establishment of the Vision, Objectives and Goals. Ethics in business.

The nature of an External Audit. The approach of the Industrial Organization. Economic Forces, Social Forces, Cultural Forces, Demographic Forces and Environmental Forces. Political, Government, Legal, Technological and Competitive Forces. Competitive Analysis: The Model of the five forces of Porter. Sources of External Information and Forecast Tools and Techniques. The Global Challenge Industrial Analysis External Factors Evaluation Matrix - MEFE and the Competitive Profile Matrix - MPC.

The nature of Internal Audit. The Resource Based Vision - RBV. Integration of the Strategy with the Culture. Administration, Marketing, R&D, Management Information Systems. Value Chain Analysis - VCA. Internal Factors Evaluation Matrix - MEFI

3. ANALYSIS OF RESOURCES AND CAPACITIES AND STRATEGIES AT THE BUSINESS LEVEL

The Analysis of Resources in the formulation of the strategy. Inventory of available resources and capacities. Evaluation of the capacity to generate income from resources and capacities. Strategy and resources. Fundamentals of Corporate Strategies. Fundamentals of Generic Strategies. Hierarchies in the formulation of Strategies. Strategic Models

4. GENERATION OF ALTERNATIVES AND FORMULATION OF STRATEGIES

Main Strengths and Weaknesses. Main Threats and Opportunities. SWOT, SWOT matrix and Strategic Objectives. Functions of the Board of Directors or Board of Directors. General Model of Strategic Management and Evaluation Matrices. Stages of Strategic Management. Generic Action Plans. Specific Action Plans. Action and implementation plans.

5. IMPLEMENTATION OF STRATEGIES

The nature of the strategy implementation. Annual and Political Objectives. Resource Allocation and Conflict Management. Connection of the Structure with the Strategy. Restructuring, Reengineering and Electronic Engineering. Change Resistance Management and Natural Environment Management. Creation of a Culture to support the Strategy. Considerations around the Production and Operations Area when the Strategies are implemented. The nature of the Implementation of the Strategies. Aspects of Marketing, Finance and Accounting. Research and Development Aspects - R&D. Aspects of Management Information Systems.

6. REVISION, EVALUATION AND CONTROL OF STRATEGIES

Nature of the Evaluation of the Strategies. Characteristics of an Effective Evaluation System. Balanced Scorecard - BSC, Kaplan and Norton. Sustainability Scorecard - SSC. Hoshin Kanri Deployment, Control and results.

V. METHODOLOGY

The course takes place in theory and practice sessions. In the theory sessions, the teacher presents the concepts, methodologies and applications. In the practical sessions, various problems, case studies and research papers are solved, their solution is analyzed, and evaluations are developed through Qualified Practices and / or exposures. Available media and

resources will be used such as: multimedia equipment, course separator and videos. In all the sessions the active participation of the student is promoted that allows him to develop initiatives, attitudes, abilities and competitions.

VI. EVALUATION FORMULA

The learning will be evaluated through the "G" system.

- Partial Exam (PE): Weight 1
- Final Exam (FE): Weight 1
- Average of Practices (P): Weight 1.

$$FA = \frac{PE + FE + P}{3}$$

VII. BIBLIOGRAPHY

- DAVID FRED R. "Concepts of Strategic Administration".
Publisher: Pearson Education, 11th. Edition, 2008, Naucalpan de Juárez - Mexico.
- HILL, CHARLES W.L. and JONES, GARETH R. "Strategic Administration - An integrated approach".
Publisher: Mc Graw Hill Interamerica S.A., 3rd. Edition, 2001, Santa Fe de Bogotá - Colombia.
- HITT, MICHEL A.; IRELAND, DUANE R. AND HOSKISOON, ROBERT E. "Strategic Administration and Globalization, Concepts and Cases"
Publisher: Cengage Learning Editores S.A., 7th. Edition, 2008, Mexico D.F. - Mexico
- MINTZBERG HENRY, QUINN JAMES BRIAN, VOYER JOHN. "The Strategic Process - Concepts, contexts and Cases."
Publisher: Prentice Hall Hispanoamericana S.A., 2nd. Edition, 1997, Naucalpan de Juárez - Mexico.
- OHMAE, KENICHI. "The Mind of the Strategist."
Publisher: Mc Graw Hill, 2nd. Edition, 2004, Madrid - Spain