

**INTERAMERICAN UNIVERSITY OF PUERTO RICO
METROPOLITAN CAMPUS
BUSINESS FACULTY
GRADUATE DEPARTMENT
BUSINESS ADMINISTRATION MBA PROGRAM**

SYLLABUS

I. GENERAL INFORMATION

Course title	:	INTEGRATION SEMINAR OR ENTREPRENEURIAL STRATEGIES
Code and number	:	BADM 6500
Credits	:	3
Academic term	:	
Professor	:	
Office location and hours	:	
Office telephone	:	
Email	:	

II. DESCRIPTION

Analysis of the factors to be considered in the formulation and selection of strategies and policies for the development and operations of companies in local and international competitive markets. Prerequisite: Have completed all core courses. Grade P/NP.

III. OBJECTIVES

It is expected that upon completing the course, the student should be able to:

1. Analyze how strategic leaders can manage the strategy-making process to achieve competitive advantage, and how it can go wrong.
2. Analyze how to succeed, a company must either fit its strategy to the environment in which it operates or be able to reshape the environment to its advantage through its chosen strategy.
3. Evaluate the nature of competitive advantage and why managers need to perform internal analysis, just as they must conduct industry analysis, to achieve superior performance and profitability.
4. Explain how functional-level strategies can be used to build a sustainable competitive advantage.
5. Compare the principal generic business models and business-level strategies that a company uses to obtain a competitive advantage over its rivals.

6. Evaluate how global forces in the changing industry environment require managers to pursue new kinds of business-level strategies.
7. Explain how the different levels of strategy contribute to the creation of a successful and profitable business model and differentiate between various types of corporate strategies.
8. Justify why the fortunes of a company often rest on its manager's ability to design and manage its structure, control systems, and culture.
9. Explain the nature of competition in high-tech industries and the strategies that companies can pursue to succeed in those industries.
10. Conclude that the quest to maximize profitability should be constrained by both legal and ethical obligations, and that managers must behave in an ethical and socially responsible manner.

IV. CONTENT

- a. Unit I What is Strategy?
 - i. Strategic Leadership, Competitive Advantage, and Superior Performance
 - ii. Strategic Managers and the Strategy-Making Process
 - iii. The Emergent Process of Strategic Planning and Strategic Decision Making
 - iv. Strategic Leadership in the High-Performing Organization
- b. Unit II Internal and External Environments
 - i. What is an Industry?
 1. Porter's Five Forces Model
 2. Strategic Groups within Industries
 3. Industry Life Cycle Analysis
 4. Limitations of Models for Industry Analysis
 5. The Macro environment
 - ii. Competencies, Resources, and Competitive Advantage
 1. The Value Chain
 2. The Building Blocks of Competitive Advantage
 3. Analyzing Competitive Advantage and Profitability
 4. The Durability of Competitive Advantage
 5. Avoiding Failure and Sustaining Competitive Advantage
- c. Unit III Strategy at the Functional Level
 - i. Achieving Superior Efficiency
 - ii. Efficiency, Flexible Manufacturing, and Mass Customization
 - iii. Achieving Superior Quality
 - iv. Achieving Superior Innovation
 - v. Achieving Superior Responsiveness to Customers
- d. Unit IV Strategy at the Business Level
 - i. Competitive Positioning and the Business Model
 - ii. Competitive Positioning and Business-Level Strategy
 - iii. The Dynamics of Competitive Positioning
 - iv. Competitive Positioning and Strategic Groups
 - v. Strategies in Fragmented Industries

- vi. Strategies in Embryonic and Growth Industries
- vii. Navigating Through the Life Cycle to Maturity
- viii. Strategy in Mature Industries
- ix. Strategies in Declining Industries
- e. Unit V Strategy at the Corporate Level
 - i. Corporate-Level Strategy and the Multibusiness Model
 - ii. Horizontal Integration: Single-Industry Strategy
 - iii. Vertical Integration: Entering New Industries
 - 1. Alternatives to Vertical Integration: Cooperative Relationships
 - iv. Strategic Outsourcing
 - 1. Benefits
 - v. Expanding Beyond a Single Industry
 - vi. Increasing Profitability through Diversification
 - 1. Types of Diversification
 - 2. Disadvantages and Limits of Diversification
 - vii. Entry Strategy: Acquisitions and Joint Ventures
 - viii. Restructuring
- f. Unit VI Global Strategies
 - i. The Global and National Environments
 - ii. Increasing Profitability and Profit Growth through Global Expansion
 - iii. Cost Pressures and Pressures for Local Responsiveness
 - iv. Choosing a Global Strategy
 - v. Basic Entry Decisions
 - 1. The Choice of Entry Mode
 - vi. Global Strategic Alliances
 - 1. Making Strategic Alliances Work
- g. Unit VII Restructuring
 - i. Implementing Strategy through Organizational Design
 - ii. Building Blocks of Organizational Structure
 - iii. Strategic Control Systems
 - iv. Organizational Culture
 - 1. Traits of Strong and Adaptive Corporate Cultures
 - v. Implementing Strategy in a Single Industry
 - vi. Restructuring and Reengineering
 - vii. Managing Corporate Strategy through the Multidivisional Structure
 - viii. Implementing Strategy across Countries
 - ix. Entry Mode and Implementation
 - x. Information Technology, the Internet, and Outsourcing
- h. Unit VIII Corporate Performance and Governance
 - i. Stakeholders and Corporate Performance
 - ii. Agency Theory
- i. Unit IX Managing in the Technological Age
 - i. Technical Standards and Format Wars
 - ii. Strategies for Winning a Format War
 - iii. Costs in High-Technology Industries
 - iv. Managing Intellectual Property Rights

- v. Capturing First-Mover Advantages
- vi. Technological Paradigm Shifts
- j. Unit X. Ethics
 - i. Governance Mechanisms
 - ii. Ethics and Strategy

V. LEARNING ACTIVITIES

- a. Assigned key concepts and theories readings, from books, journals, and Internet
- b. Comprehensive case analysis
- c. Professional dialogues
- d. Intense use of videos and other technological devices
- e. Proposal writing for new ventures
- f. Website general reading

VI. EVALUATION

Learning objectives will be measured with the following:

Criteria	Points	% of final grade
Exam 1	100	25
Exam 2	100	25
Assignments and Forums	100	25
Final Exam	100	25
Total	400	100

VII. SPECIAL NOTES

A. Auxiliary services or special needs

All students who require auxiliary services or special assistance must request them at the beginning of the course or as soon as they become aware that they need them, through the corresponding registry, in the Office of the Coordinator of services for students with disabilities, Dr. María de los Ángeles Cabello. She is located in the Counseling and Counseling Program, office 111, on the first floor of the John Will Harris building, extension 2306

B. Honesty, fraud, and plagiarism

Dishonesty, fraud, plagiarism and any other inappropriate behavior in relation to academic work constitutes major infractions sanctioned by the General Student Regulations. The major infractions, as stated in the General Student Regulations, may

have as a consequence, suspension from the University for a definite period greater than one year or the permanent expulsion from the University, among other sanctions.

C. Use of electronic devices

Cellular telephones and any other electronic device that could interrupt the teaching and learning processes or alter the environment leading to academic excellence will be deactivated. Any urgent situation will be dealt with, as appropriate. The handling of electronic devices that allow students to access, store or send data during evaluations or examinations is prohibited

D. Compliance with the Provisions of Title IX

The Federal Higher Education Act, as amended, prohibits discrimination because of sex in any academic, educational, extracurricular, and athletic activity or in any other program or function, sponsored or controlled by a higher education institution, whether or not it is conducted within or outside the property of the institution, if the institution receives federal funds.

In harmony with the current federal regulation, in our academic unit an Assistant Coordinator of Title IX has been designated to offer assistance and orientation in relation to any alleged incident constituting discrimination because of sex or gender, sexual harassment or sexual aggression. The Assistant Coordinator Sr. George Rivera can be reached by phone at extension 2262 o 2147, or by e-mail griverar@metro.inter.edu.

The Normative Document titled **Norms and Procedures to Deal with Alleged Violations of the Provisions of Title IX** is the document that contains the institutional rules to direct any complaint that appears to be this type of allegation. This document is available in the Web site of Inter American University of Puerto Rico (www.inter.edu).

VIII. EDUCATIONAL RESOURCES

Textbooks

Hill, C.W.L., Jones, G.R. &, Schilling, M. A. (2019). *Strategic Management: Theory: An Integrated Approach (13th. ed.)* Cengage Learning.

The 2019 edition is available online at Amazon.com,
https://www.amazon.com/-/es/Charles-W-L-Hill-dp-0357033841/dp/0357033841/ref=dp_ob_title_bk

David, F. R., (2018). *Strategic Management: Concept and Cases (15th ed.)*. Pearson India.

Audiovisual Resources

Power Point presentations by the Professor and students

IX. BIBLIOGRAPHY (OR REFERENCES)

Books

Choo, J. & Christison, G. (2020). *The strategy journey: How to transform your business operating model in the digital age with value-driven, customer co-created and network-connected services*. Stratability Academy.

Dess, G., McNamara, G., Eisner, A. & Lee, S.H. (2020). *Strategic management: Text and cases* (10th. ed.) McGraw-Hill Education.

Gamble, J. & Peteraf, M. (2020). *Essentials of strategic management: The quest for competitive advantage* (7th. Ed.). McGraw-Hill Education.

Iansiti, M. & Lakhani, K. R. (2020). *Competing in the age of AI: Strategy and leadership when algorithms and networks run the World*. Harvard Business Review Press.

Johnson, W. H. A. (2020). *Managing global strategy*. Routledge.

Parnell, J. A. (2014). *Strategic Management: Theory and Practice* (4th ed.). Newbury Park, CA: Sage Publications.

Journals

Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Advances in Strategic Management
Business Strategy and the Environment
Global Strategy Journal
Journal of Business Venturing
Journal of Family Business Strategy
Journal of Financial Economics
Journal of International Business Studies
Journal of Management
Journal of Management Studies
Organization
Organization Science
Organization Studies
Research Methodology in Strategy and Management
Strategic Management Journal

Strategic Organization

Electronic Resources

American Management Association (AMA)

<https://www.amanet.org/>

Association for Strategic Planning (ASP)

<https://www.strategyassociation.org/>

Association of Change Management Professionals (ACMP)

<https://www.acmpglobal.org/>

Association of Strategic Alliance Professionals (ASAP).

<https://www.strategic-alliances.org/>

National Association of Corporate Directors (NACD)

<https://www.nacdonline.org/>

National Association of Productivity & Organizing Professionals (NAPO)

<https://www.napo.net/>

Strategic and Competitive Intelligence Professionals (SCIP)

<https://www.scip.org/>

Strategic Management Society (SMS)

<https://strategicmanagement.net/>