



Universidad
de Navarra

Estrategia en las Organizaciones (MGCO)
Guía docente 2023-24

[Dr. Alejandro Ruelas-Gossi Bio 200 words. 2023.docx](#)

PRESENTACIÓN

- Breve descripción de la asignatura:

Review the classic approaches to strategy. In particular, the two dominant streams in Strategic Thinking: *The Positioning School*, and *The Resource-Based View of the Firm*.

Introduce the concepts of *inception* and *Innovation Plateau*.

Immerse in the *Steve Jobs' Apple genius business tactics*. Learn about other relevant concepts in the evolving field of Strategy: Business Model Innovation (Big T Paradigm).

Introduce Game Theory, as an economic foundation for Strategy.

Master the concept of Strategy Orchestration.

Illustrate a variety of frameworks of Complexity Theory to propel the endeavor of *strategyzing: Active Waiting, and Active Inertia*.

Switching level of analysis from the *firm* to the *region/country* level, through the introduction of the concept of the *Vantage Point*.

Apply the students learning in a final and comprehensive project of Orchestration.

Carácter: (Obligatoria)

- ECTS: 6
- Curso y semestre: Semestre Septiembre - Diciembre.
- Idioma: Español
- Título: Estrategia en las Organizaciones.
- Módulo y materia de la asignatura:
- Profesor responsable de la asignatura: Alejandro Ruelas-Gossi
- Profesores:
- Horario: Jueves, 12:00 a 14:00 horas
- Aula: M5. Edificio Amigos.

COMPETENCIAS

Competencias:

CB7: Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares) relacionados con su área de estudio.



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CB8: Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios.

CG2: Hacer búsquedas documentales y bibliográficas a un nivel avanzado en el ámbito del gobierno y la cultura de las organizaciones.

PROGRAMA

- See Syllabus.

[Estrategia en las Organizaciones. Universidad de Navarra. Fall 2023. Prof. Ruelas-Gossi.docx](#)

ACTIVIDADES FORMATIVAS

Actividades formativas:

Assignments (once a week) comprehends:

*Surf the web and identify an example from your country of origin that fits a core concept of each article.

*Post your assignment on ADI. Your assignment requires: the concept you identify + the weblink + at least half-page of explanation.

Assignments Guidelines:

1. The assignment is not a summary of the article(s). If you like to do introductory summary, it is perfectly ok, though. I understand that sometimes that helps with the organization of the ideas.
2. The best way to "find" a concept on the web that "fits" with the concept of the article that you identified -- and that you need to elicit at the beginning of the assignment -- is to daily read business news. This practice will be very important for the years ahead, to find an outlet that you like that allows you to be on top of business news. (I use Financial Times, and customize my own area of "myFT.com"). There you pick the news you want to receive.
3. Then, while you are reading both -- the articles for the session and your daily news -- you should be able to "connect the dots".
4. Please do not use other academic articles.
5. Be thorough in your analysis, and thoughtful in writing your assignment.

The learning process through the assignments starts with the discipline of reading business /economic news articles every day. Then, when you read the assigned article(s) for every session, you will be able to "connect". If you diligently do this, the assignments are quite easy. The essential element is the "connecting the dots" practice, until it becomes a habit. This will be key in your future endeavors. It is not about "google" the name of the article, or some concept of the article.

++For Sessions 4 and 5, please see the required assignment.

- PLEASE SUBMIT YOUR ASSIGNMENTS AT NOON ON THE PREVIOUS DAY TO THE SESSION.



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EVALUACIÓN

CONVOCATORIA ORDINARIA

ASSESSMENT

- 60% assignments for every session that requires it (see program).
- 40% project at the end of the course.

In this course, attendance is paramount. If you don't attend classes, your assignments grades will be reduced by the % of non-attendance.

CONVOCATORIA EXTRAORDINARIA

EXTRAORDINARY CONVOCATION.

See the Announcements in ADI.

HORARIOS DE ATENCIÓN

Dr. Ruelas-Gossi.....(argossi@unav.es)

- Despacho...2230..... Edificio. Amigos. Planta ...2...
- Horario de tutoría: please send me an email

BIBLIOGRAFÍA

- See both "Contenido Bibliográfico" and the HBS course pack link.