



[Prof. Alejandro Ruelas-Gossi, PhD. Bio 200 words. 2025.docx](#)

## PRESENTACIÓN

Breve descripción:

- **Type of Course:** Required
- **ECTS:** 6
- **Year and Semester:** 4th year, 1st semester
- **Language:** English
- **Programs:** ADE
- **Module:** Business
- **Subject:** Business
- **Professor:** Alejandro Ruelas-Gossi (argossi@unav.es)
  - Office: 2230

**Course schedule:** <https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>

## RESULTADOS DE APRENDIZAJE (Competencias)

SSOP11

- Acquiring principles of leadership, argumentation, and/or communication that allow for navigating complex and globalized economic environments.

SSOP12

- Acquiring basic principles of philosophy and understanding their relationship with economics in a globalized environment.

SSOP13

- Acquiring basic knowledge of law and understanding its relationship with economics in a globalized environment.

SSOP14

- Acquiring basic principles of politics and understanding their relationship with economics in a globalized environment.

SSOP15



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- Acquiring basic principles of international relations and understanding their relationship with economics in a globalized environment.

## **Basic Competencies (Management and Economics)**

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

BC5. Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

## **General Competencies (Management and Economics)**

GC2. Identifying, incorporating and using acquired knowledge in argument, discussion and problem solving as they apply to economics and business.

GC5. Developing the capacity for independent critical thought on matters relevant to economics and business.

## **Specific Competencies (Management)**

SC5. Understanding the concept of strategy within a business.

SC6. Analyzing the design of a business's goals and strategies.

SC8. Developing case studies on subjects related to economics and business.

## **Specific Competencies for Elective Subjects (Economics)**

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration and evaluation.

- SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management and quality control.

## **ACTIVIDADES FORMATIVAS**

- 1.- Clases expositivas: 60 horas
- 2.- Preparación de las clases: 30 horas
- 3.- Trabajo personal del alumno: 35 horas.
- 4.- Estudio y resolución de casos: 25 horas

## **PROGRAM**



INTRODUCTION (The history of the *strategy* concept -- past concepts). The first 10 topics, an essay is required.

## **Tema 1: Introducción a los conceptos de Estrategia Empresarial.**

Se introducen los conceptos de competencia y cooperación como claves del desarrollo de la estrategia de la empresa.

## **Tema 2: Creación de una ventaja competitiva sostenible.**

En la estrategia es necesario construir ventajas competitivas sostenibles que permitan a la empresa lograr mejores resultados con sus clientes, accio-

nistas y con la sociedad. Se explican las diferentes vías para lograr estas.

## **Tema 3: Análisis Externo de la empresa.**

Se describen las herramientas para hacer el análisis externo, tales como: análisis de tendencias y modelo de las cinco fuerzas.

## **Tema 4: Análisis Interno de la empresa.**

Se describen las herramientas para hacer un análisis interno de la empresa, como: cadena de valor y la teoría de los recursos y capacidades.

## **Tema 5: Estrategia de Negocio.**

Se describe qué es un negocio, cómo segmentar los negocios de la empresa y cómo diseñar su estrategia.

## **Tema 6: Estrategia Corporativa.**

Se describe en qué consiste la estrategia corporativa, se explican los conceptos de estrategia horizontal, integración vertical y diversificación.

## **Tema 7: Estrategia Internacional.**

Se describen qué es una estrategia internacional y las fuerzas de globalización y reducción de costos a la hora de decidir cómo abordarla.

## **Tema 8: Estrategia emprendedora.**

Se describe cuál es el mejor ambiente dentro de la empresa para generar un mayor compromiso y el desarrollo de nuevos negocios.

## **Tema 9: El liderazgo en la estrategia.**

Se describe en qué consiste el liderazgo de la estrategia y cómo lograr vinculación, participación y motivación en los equipos.

## **Tema 10: Gestión de la Innovación en la estrategia.**

Se describen la importancia de mejorar los productos, procesos y sistemas de la organización, así como diferentes formas para gestionar la innovación desde el punto de vista de la estrategia.



THE CURRENT STATE OF THE *STRATEGY CONCEPT* (see annex in the PROGRAM SECTION).

A. OBJECTIVES

- 1) Introduce the concept of how to strategize in a Non-Linear World. The complexity theory context.
- 2) Introduce the All-in-Digital Strategy, in the context of the algorithm firms.
- 3) Introduce the concepts of inception and Innovation Plateau.
- 4) Introduce Game Theory, as an economic foundation for Strategy.
- 5) Strategy Orchestration.
- 6) Immerse in the Steve Jobs' Apple genius business tactics.
- 7) Strategy for Turbulent Times. New perspectives: Transient Advantage, What is the Theory of your Firm?, The New Dynamics of Competition.
- 8) Innovation Taxonomy: The Big T Paradigm. The Interaction with Small t.
- 9) Illustrate a variety of frameworks of Complexity Theory to propel the endeavor of strategizing: Active Waiting, Simples Rules and Active Inertia.
- 10) Switch to the region/unit of analysis to introduce the concept of the Race-to-the-Top Strategy Paradigm.
- 11) Apply the students learning in a final and comprehensive project of Orchestration.
- 12) Incorporate AI (GPTs : generative pre-trained transformer). In this course we will interact with GPTs, which is a type of machine learning algorithm that uses deep learning a large database of training text in order to generate new text in response to a user's prompt.

## EVALUACIÓN

### CONVOCATORIA ORDINARIA

#### ASSESSMENT

- 40% assignments for every session that requires it (see program).

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

Assignments comprehends:

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



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\*Post your assignment on ADI. Your assignment requires: the **concept** you identify from the **academic article** + the **weblink** of the **article** from the **business news outlet** + **screenshots** of your **prompts** and **interactions with your GPT** + **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 **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. To "**connect the dots**", you must create a GPT. Your GPT will have to help you in finding, tuning – "*connecting*" – the concept(s) from the article(s) with the *journalist* articles from the business news outlets you read daily.
4. Do not use other academic articles, or articles from the company's website.
5. Be thorough in your analysis, and thoughtful in writing your assignment.
6. You will have to add in your assignments, screenshots of your **prompts** and **interactions** with your GPT.

The learning process through the assignments starts with the discipline of reading business 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. AI GPTs will help you in finding the fit between the assigned articles for every session and your daily discipline for reading. GPT is not *replacing* you in *connecting the dots*, but in helping you in finding the fit.

PLEASE SUBMIT YOUR ASSIGNMENTS BEFORE NOON OF THE Monday PREVIOUS TO THE FIRST SESSION OF THE WEEK.

- 40% project-exam at the end of the course.

Even though the final project accounts for 40%, it will need to have an approval grade to approve the course.

- 20% participation.



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- See the Announcements in ADI.

## HORARIOS DE ATENCIÓN

email Professor Ruelas-Gossi

- Despacho 2230 Edificio. Amigos

## BIBLIOGRAFÍA

- see syllabus in the PROGRAM section..