



[Bio sketch. A. Ruelas-Gossi.docx](#)

## **LEARNING OUTCOMES (Competences)**

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

GC7. To analyze the process of defining and implementing goals and/or strategies in the company.

### **Specific Competencies (Management)**

SC4. To understand the concept of strategy in the context of a company.

SC16. To be familiar with the processes of implementing company strategies.

## **ACTIVITIES FOR THE COURSE:**

**1.- Classes : 60 hours**

**2.- Preparation: 30 horas**

**3.- Personal work: 35 horas.**

**4.- Assignments: 25 horas**

## **PROGRAM**

INTRODUCTION (The history of the *strategy* concept -- past concepts). For these first 10 topics, a comprehensive essay is required. For this endeavor, please use AI, and email it to .....  
*deadline:* the end of the second week of classes. I will explain the instructions for the essay, the first day of classes.

Topic 1: Introduction to the Concepts of Business Strategy.

The concepts of competition and cooperation are introduced as key elements in developing a company's strategy.

Topic 2: Creating a Sustainable Competitive Advantage.

Strategy requires building sustainable competitive advantages that allow the company to achieve better results with its customers, shareholders, and society. The different ways to achieve these are explained.

Topic 3: External Analysis of the Company.



# Universidad de Navarra

The tools for conducting external analysis are described, such as trend analysis and the five forces model.

## Topic 4: Internal Analysis of the Company.

The tools for conducting internal analysis of the company are described, such as the value chain and the theory of resources and capabilities.

## Topic 5: Business Strategy.

The following describes what a business is, how to segment a company's businesses, and how to design its strategy.

## Topic 6: Corporate Strategy.

This course describes corporate strategy, explaining the concepts of horizontal strategy, vertical integration, and diversification.

## Topic 7: International Strategy

This course describes what an international strategy is and the forces of globalization and cost reduction that influence how to approach it.

## Topic 8: Entrepreneurial Strategy

This course describes the best environment within a company to generate greater commitment and develop new businesses.

## Topic 9: Leadership in Strategy

This course describes what strategic leadership entails and how to achieve engagement, participation, and motivation within teams.

## Topic 10: Innovation Management in Strategy

This course describes the importance of improving an organization's products, processes, and systems, as well as different ways to manage innovation from a strategic perspective.

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.



# Universidad de Navarra

- 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, Simple 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.

## ASSESSMENT

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

- 40% project-exam at the end of the course.
- 20% of participation.

In this class, **attendance is paramount**. If at the end of the course, you account for 50% or less, your final grade will automatically be NP, and you will have to present in the Extraordinary Convocation ("Convocatoria Extraordinaria")

## ORDINARY CONVOCATION

### ASSESSMENT

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

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.

\*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:



# Universidad de Navarra

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.
5. Do not use other academic articles, or articles from the company's website.
6. Be thorough in your analysis, and thoughtful in writing your assignment.
7. 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.

## EXTRAORDINARY CONVOCATION

- See the Announcements in ADI.

## OFFICE HOURS

email Professor Ruelas-Gossi

- Despacho 2230 Edificio. Amigos

## BIBLIOGRAPHY



Universidad  
de Navarra

- see syllabus in the PROGRAM section.