



Pontificia Universidad Católica del Ecuador

Facultad de Comunicación, Lingüística
y Literatura
Escuela de Lingüística

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PONTIFICIA UNIVERSIDAD CATÓLICA DEL ECUADOR FACULTAD DE COMUNICACIÓN, LINGÜÍSTICA Y LITERATURA ESCUELA DE LINGÜÍSTICA

PROGRAMA DE ESTUDIO

1. DATOS INFORMATIVOS

MATERIA: Principios de Administración y Economía
Código: 20312
CARRERA: LINGÜÍSTICA APLICADA
NIVEL: Séptimo Nivel
No. DE CRÉDITOS: Cuatro (4)
SEMESTRE: Primer Semestre 2008-2009
PROFESOR: Alfonso Dávila Grijalva, Ph.D.
Grado académico: Philosophy Doctorate, Columbia University 1981
Master of Science, Loyola University, Chicago
Master of Arts, Columbia University, New York
Magister en Docencia Universitaria, UTE, Quito.
Actividad académica: profesor de Marketing Estratégico
Horario de atención a estudiantes: Lunes a Jueves de 16h00 a 18h00
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2. DESCRIPCIÓN DE LA MATERIA

El propósito de este curso es conducir al estudiante hacia una comprensión global de la administración estratégica y a su desarrollo de competencias necesarias para tener una visión del negocio enfocada en el cliente y en las fuerzas directoras del Marketing. La utilización de casos de estudio y preguntas desafiantes o provocativas son recursos invaluable para todos quienes buscan comprometerse en esta área de vital importancia. Alcanzar el dominio del lenguaje de negocios en los dos idiomas Inglés-Español es una ventaja adicional de este curso.

3. GENERAL LEARNING GOAL:

The general learning goal of this course is to conduct the student toward a complete understanding of Strategic Advanced Management and his/her development of competencies of a orientated business customer vision and Marketing forces driven. Using case studies, case histories and thought-provoking questions is a valuable resource for all those involved in this capital area.



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4. SPECIFIC LEARNING GOALS:

- Through dialog students will obtain a complete comprehension of management principles and strategic planning and Business vocabulary in English as well as in Spanish.
- From real and successful plans students will learn to design step by step each strategic function: set objectives, give and accept instructions, train followers, solve conflicts and negotiate.
- Practice and apply principles, competencies and functions to real cases to develop critical thinking.
- Acquire command of strategic planning competencies, mainly: SWOT analysis, market segmentation, positioning, pricing, customer relations, value satisfaction, product strategy, Management of distribution and supply chains, integrated Marketing communications.

5. CONTENTS:

Part One Conducting Business in the Global Economy

- In Pursuit of Prosperity: The Fundamentals of Business and Economics
- Guidelines for preparing a Case Analyses.
- Business Done Right: Ethics and Social Responsibility
- Wild World: Competing in the Global Economy
- Business at the Speed of Light: Information Technology and E-Commerce
- Making an Oral Presentation

Part Two Starting and Organizing a Business

- Building the Foundations: Forms of Business Ownership
- Putting Yourself in Charge: Entrepreneurs and Small Business Owners

Part three Managing a Business

- From Planning to Inspirations: The Functions of Management
- We are All in This Together: Organization and Teamwork
- Creating Value: Producing Quality Goods and Services

Part Four Managing Employees

- Lighting the Fire: Employee Motivation, Workforce Trends, and Labor Relations
- Taking Care of Employees: Managing Human Resources



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Part Five Developing Marketing Strategies to Satisfy Customers

- Connecting with Customers: The Art and Science of Marketing
- Defining the Exchange: Product and Pricing Strategies
- Delivering Value: Distribution Strategies
- Spreading the Message: Promotional Strategies

Part Six Managing Accounting and Financial Resources

- Getting to the Bottom Line: Basic Accounting Concepts
- Keeping the Engine Running: Financial Management and Banking
- Investing in the Future: Securities and Investment Strategies

	Date	Activity/Contents
1	18 al 22 agosto	Lectio Brevis. Conducting Business in The Global Economy.
2	25 al 29 agosto	How to analyze a business case.
3	01 al 05 Septiembre	Fundamentals of Business and Economics
4	08 al 12 Septiembre	Ethics and Social Responsibilities
5	15 al 19 septiembre	Competing in the Global Economy Primer parcial
6	22 al 26 septiembre	Information Technology and E-Commerce
7	29 septiembre al 03 de octubre	Starting and Organizing a Business
8	06 al 10 Octubre (9 vacación)	Functions of Management
9	13 al 17 octubre	Organization and Teamwork
10	20 al 24 octubre	Segundo parcial
11	27 al 31 de octubre	Producing Quality Goods and Services
12	03 al 07 noviembre (3 vacación)	Employee Motivation, Workforce Trends, and Labor Relations
13	10 al 14 noviembre	Managing Human Resources
14	17 al 21 noviembre	Developing Marketing Strategies to Satisfy Customers
15	24 al 28 noviembre	TERCER PARCIAL
16	01 al 05 Diciembre	Basic Accounting Concepts
17	08 al 12 diciembre fin de clases	Financial Management and Banking Securities and Investment Strategies
18	15 al 19	EXAMENES FINALES



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6. METHODOLOGY:

Use of textbook is a must for everybody. Students will receive their textbook the very first day of class including key supplements like a CD and websites for homework and projects. Student should read each chapter in advance, before classes and should prepare homework assignments: reading, tests, internet exercises and case discussion. Cases will be solved in teams, where each member will assume the role of an executive specialized in a functional area like Finances, Marketing, Production, Human Resources, or General Management. Each team will present end results that might be reached.

Each class period will have one of these three sections: lecture, critical thinking questions, readings review of bibliography and case discussion. Every week students should read one of the required readings and delivered a short report in Spanish.

7. EVALUATIONS:

Sections “Reading for Comprehension” and linking concepts to “Practice” and “Case applications”, will count for ten points each. These assignments will be presented in Spanish. Final test – a large case analysis or simulation - will count for 20 points. 10 points will be assigned to total final results of the enterprise and 10 points for individual performance. This final paper also will be presented in Spanish.

GRADING SYSTEM:

Every work will be evaluated according to presentation quality, clear thinking and communication, scientific contents and ability of student to propose or find creative solutions for each concrete problem. For late papers a 20% discount will be applied. For other regulations check college calendar and agenda.

Pruebas	Puntajes	Fechas	Fecha de entrega en Secretaría
Primer parcial	10 Pts.	26 de septiembre	Octubre 5
Segundo parcial	10 Pts.	31 de octubre	Noviembre 6
Tercer parcial	10 Pts.	05 de diciembre	Diciembre 10
Examen final	20 Pts.	Cuando determine Secretaría	



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BIBLIOGRAPHY

Required Textbook:

Courtland L. Bovée, John V. Till, Michael H. Mescon (2007) **Excellence in Business**.
Upper Saddle River: Pearson, Prentice Hall.

No matter where students go to work after graduation, they will be competing against the best business talent the world has to offer. The good news is that they already know more about business than they might think. The secret is to help them re-imagine their experiences as consumers and employees from the perspective of entrepreneurs of business executives. Excellence in Business is designed to do just that- in fact, no other textbook helps students make the leap from consumer to professional in so many creative ways.

Required readings

1. Ansoff, H. I. (1994). Comment on Henry Mintzberg's "Rethinking Strategic Planning." Long Range Planning, Vol. 27, pp. 31-32
2. Drucker, P. F. (1964). Managing for Results. New York: Harper and Row.
3. Drucker, P. F. (1973). Management: Tasks, Responsibilities, Practices. New York: Harper and Row.
4. Hamel, G., and Prahalad, C. K. (1993). Strategy as Stretch and Leverage. Harvard Business Review, Vol. 71, No. 2, pp. 75-84.
6. Kaplan, R. S., and Norton, D. P. (1996a). Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review, Vol. 74, January- February, pp. 75-85.
8. Kearns, D. T., and Nadler, D.A. (1992). Prophets in the Dark: How Xerox Reinvented Itself and Beat Back the Japanese. New York: Harper Business.
9. Mintzberg, H. (1994b). Rethinking Strategic Planning, Part I: Pitfalls and Fallacies. Long Range Planning, Vol. 27, No. 3, pp. 12-21.
11. Mintzberg, H. (1994c). Rethinking Strategic Planning, Part II: New Roles for Planners. Long Range Planning, Vol. 27, No. 3, pp. 22-30.
12. Peters T. J., and Waterman, R. H. (1982). In Search of Excellence. New York: Harper and Row.
13. Porter, M. E. (1980). Competitive Strategy Techniques for Analyzing Industries and Competitors. New York: Free Press.
15. Porter, M. E. (1985b). How Information Gives You Competitive Advantage. Harvard Business Review, Vol. 63, No. 4, pp. 149-160.
16. Porter, M. E. (1987). From Competitive Advantage to Corporate Strategy. Harvard Business Review, Vol. 65, May/June, pp. 43-59.

Reference: (these references are taken from our school library)



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- Bennis, W., and Biederman, P. W. (1997). *Organizing Genius*. Chicago: Addison Wesley.
- Copeland, T., Koller, T., and Murrin, J. (2000). *Valuation: Measuring and Managing the Value of Companies*. New York: McKinsey and Company.
- Drucker, P. F. (1981). *The Bored Board*. In: *Toward the Next Economics and Other Essays*. New York: Harper and Row.
- Eisenhower, D. D. (1960). Transcript of “Speech to the Nation, ” January 17, 1961. *Public Papers of the Presidents of the United States*, pp. 1035-1040. Washington: Office of the Federal Register, National Archives and Records Administration.
- Hagedoorn, J., and Duysters, G. (2002). External Sources of Innovative Capabilities: The Preference for Strategic Alliances or Mergers and Acquisitions. *Journal of Management Studies*, Vol. 39, No. 2, pp. 167-183.
- Kaplan, R. S., and Norton, D. P. (1996d). *The Balanced Scorecard: Translating Strategy into Action*. Cambridge, MA: Harvard Business School Press.
- Mercer, D. (1995a). Scenarios Made Easy. *Long Range Planning*, Vol. 28, No. 4, pp. 81-86.
- Mercer, D. (1995b). Simpler scenarios. *Management Decision*, Vol. 33, No. 4, p. 32-40.
- Miller, C. C. (1999). Decisional Comprehensiveness and Firm Performance: Toward a More Sophisticated Understanding. Paper presented at the Academy of Management Meeting, August, Chicago.
- Modis, T. (1998). *Conquering Uncertainty: Understanding Corporate Cycles and Positioning Your Company to Survive the Changing Environment*. New York: Business Week Books, McGraw-Hill.
- Murphy, E. C. (1996). *Leadership IQ: A Personal Development Process Based on a Scientific Study of a New Generation of Leaders*. New York: John Wiley and Sons.
- Murray, M. A., Zimmermann, R., and Flaherty, D. (1997). Can Benchmarking Give You a Competitive Edge? *Management Accounting*, Vol. 79, No. 2, August, pp. 46-50.
- Ohmae, K. (1982). *The Mind of the Strategist: The Art of Japanese Business*. New York: McGraw-Hill.
- Osborn, R. N., and Baughn, C. (1990). Forms of Inter-Organizational Governance for Multinational Alliances. *Academy of Management Journal*, Vol. 33, No. 3, pp. 503-520.
- Porter, M. E. (1985a). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.
- Prahalad, C. K. (1976). Strategic Choices in Diversified MNCs. *Harvard Business Review*, July-August, pp. 67-78
- Pyhrr, P. A. (1970). Zero-Base Budgeting: A Management Tool to Evaluate and Control Expense. *Harvard Business Review* Vol. 6, May-June, pp. 44-50.
- Rappaport, A. (1998). *Creating Shareholder Value: A Guide for Managers and Investors*. New York: Free Press.
- Rigby, D. (2001). Management Tools and Techniques: A Survey. *California Management Review*, Vol. 43, No. 2, pp. 139-160.
- Senge, P., Kleiner, A., Roberts, C., Ross, R., Roth, G., and Smith, B. (1999). *The Dance of Change*. London: Doubleday/Currency.
- Shen, W. (2000a). Revisiting the Performance Consequences of CEO Succession: The Impacts of Successor Type, Post-Succession Senior Executive Turnover, and Departing



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CEO Tenure. Paper presented at Academy of Management Annual Meeting, August, Submission #10606.

Shen, W. (2000b). Political Dynamics within Corporate Upper Echelons and Their Impacts on Contender versus Outsider Succession. Paper presented at Academy of Management Annual Meeting, Submission #10608.

Sirower, M. L. (1998). Imagined Synergy: A Prescription for a No-Win Deal. Mergers and Acquisitions, January/February, pp. 23-29.

Stiles, P. (2001). The Impact of the Board on Strategy: An Empirical Examination. Journal of Management Studies, Vol. 38, No. 5, pp. 627-649.

Thompson, A., and Strickland, A. (2003). Strategic Management: Concepts and Cases, 13th Edition, Boston: Irwin.

Tyson, K. (1998). Perpetual Strategy: A 21st Century Essential. Strategy and Leadership, January/February, pp. 14-18.

Watson, G. H. (1993). Strategic Benchmarking: How to Rate Your Company's Performance against the World's. New York: Wiley

Williams, B. R. (1996). The Realities of Empowering Teams: A Case Study. Hospital Material Management Quarterly, Vol. 17, No. 3, pp. 60-66.

Woo, C. Y., and Cooper, A. C. (1982). The Surprising Case for Low Market Share. Harvard Business Review, Vol. 60, November/December, pp. 106-113.

Zajac, E. (1998). Commentary on "Alliances and Networks," R. Gulat. Strategic Management Journal, Vol. 19, pp. 319-321.

Other recommended readings:

At the end of textbook you will find chapter notes of books and authors quoted in the textbook, websites of companies and career modules. **Business Source Premier** at the EBSCO virtual library and other virtual resources. Every Monday read magazine "Líderes" published with El Comercio de Quito. These readings will help you to be updated with local and international business movement. Request from your professor your username and password to enter EBSCO and other library resources.

Aprobado:

f) Directora Escuela de Lingüística

Fecha:

Por el Consejo de Facultad

f) Decana

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