

Actividad: Estrategia empresarial

1. Start your journey into the strategic management field by reading chapter 1 of your text book David, F. R. (2009). *Strategic Management: Concepts*. Upper Saddle River, N.J.: Pearson Education, Twelfth Edition.

Be certain that you understand the meaning of strategy, strategic management process, competitive advantage, strategic planning, business policies, long-term objectives, external threats and opportunities, internal strengths and weaknesses, and mission and vision of a company.

We have purposely chosen the textbook *Strategic Management: Concepts* (12th Edition) for several reasons a) it is written by a world-recognized author of strategic management books, Dr. Fred David of Francis Marion University; b) it is not too long and thick to be reviewed in eight weeks, the length of our course; c) it has practical referrals to the Internet that will enhance your readings; d) it follows the Walt Disney Company case through all the sections of the book, a company that we all know but have different experiences and opinions about it.

Get familiar with Disney's business case in your textbook: history, structure, business segments, competition, and financial statements. The case is developed through several chapters using experiential exercises. Enhance your learning on strategic management by reading this case and doing the experiential exercises.

2. Follow with chapter 2 of the textbook, reading carefully about the first step of the strategic formulation process: The definition of your core business - mission and vision. This is a global practice these days. For some companies, crafting a mission and a business vision has become crucially important to guide strategic intent and actions within the organization. For some others, these instruments have not been effective. So, understand why your company must define its core business (mission) and its projections (vision). Know how to formulate good mission and vision statements, and also be aware of potential divergences in using these practices. Consider the mission and vision of Walt Disney and other examples of companies included in chapter 2. There is plenty of material to practice on defining mission and vision of organizations. Practicing on making these definitions for your own company may be also illustrative.

Note: All chapters of textbook have invitations to "Visit the Net", see for example the second invitation in the lower left of page four. It is a Web site especially designed for this textbook www.prenhall.com/david. You should take a look to this site to see what it has to offer. Click on "Companion Website" to practice concept using the chapters' quizzes (click on Chapters in the upper blue ribbon of the page), then click on chapter quiz on the left, respond the quiz and submit it for grading (tip: practice with the multiple choice questions only).

You will see that there are more invitations to the Internet within the chapter. It is your decision to select two or three in each chapter, and comment on your findings in the Forum (see next learning activities). Additionally, you might want to use Internet to extend on line references about certain terms and topics that are listed as Key Terms and Concepts each week (see next learning activities).

Continue by reading the following texts:

- Al-Shammari, H. A. & Hussein, R. T. (2007). Strategic planning and firm performance linkages: Empirical investigation from an emergent market perspective. *ACR*, 15 (1&2) pp. 15-26. Available:
http://www.entrepreneur.com/tradejournals/article/191264056_1.html
- Porter, M. E. (1996 November-December). What is strategy?. *Harvard Business Review*, 74 (16), pp. 61-78. Available:
<http://info.psu.edu.sa/psu/fnm/asalleh/s%20StrategyPORTER.pdf>

These readings have two purposes: a) Reinforce key concepts and models such as “What is Strategy?” according to key scholars and professionals in the field of strategic management, in this case Dr. Michael Porter, a prominent world figure, from Harvard Business School; and, b) Review recent research in the field related to emerging economies and firms such as *Strategic planning and firm performance linkages*, an article that will show you, using evidence of firms in Jordanian manufacturing organizations, the merits of strategic planning in the performance of business firms.