



Universidad Juárez del Estado de Durango
Faculty of Forestry Sciences
Forestry Sciences Engineering



Units Learning Modules
Focused in Integral Professional Competences

I. GENERAL LEARNING UNIT

1. Identification	2. Code	3. Semester	4. Training area
Forest Activity Strategical Planning			

5. Mode					
Compulsory		Elective	X		
Classroom	X	Non-Attendance		Mixed	
Laboratory		Field practices		Guided tours	

6. Class shedule (hours per week)				
Theory	Practice	Independent study	Total hours	Credits
4		2	6	6

7. Person responsible for the subject.
Andrés Quiñones Chávez

II. DATA SPECIFIC LEARNING UNIT

8. Objectives
Provide students practical and work basis of strategic planning as a tool for organizations to achieve a high level of efficiency and efficacy on purpose achieving.

9. Presentation.
<p>Every organization/Company must have a strategy to achieve those objectives for which it was conceived and to efficiently satisfy the users and clients expectations; however, the knowledge on the subject is limited and, for this reason, the objectives, purposes and goals are hardly achieved and because of that they confine, to a large degree, the satisfying of these expectations.</p> <p>Nowadays, institutions in general have a high level of pressure due to the intense rivalry present in the environment where they take place. Only those one having an adequate strategy will remain in a competitive position and will effectively accomplish the misión for which they were conceived.</p>

This course aims to provide students the models of strategic planning and manner they can be implemented, ergo, the policies and defined actions in the institutions are achieved with efficiency within médium-term and long-term. The better and accomplished the strategy of an institution is, the bigger the opportunity of becoming a leader institution will be.

In this grade, students will be provided with strategy foundations and different ways to understanding it, the theoretical concepts on which they are based and the different focuses and levels, as well as the elements of strategic planning; like mission, vision and strategic objectives. In a practical way, respective exercises will be done to define these elements within forest activity,

Main features of the forest activity will be revised in worldwide, national and state ranges in order to perform this strategic planning. Complementarily, Forest Activity Strategic Planning 2030 will be analysed within State so that the student understands the traditional strategic plan within activity.

Methodology for performing strategic planning will be presented and applied, which, through mission and vision definitions, inner and outer analyses (Strenghts, weaknesses, opportunities and threats analyses, agroindustrial chain analyses and political, economical, social and technological factors) will define required strategic objectives for achieving the mission and/or the vision.

Likewise, work basis of Scorecard and Logic Frame will be presented as necessary tools for implementing and following of strategy achieving.

In the end, the student will utilize indicated concepts and tools for designing a forestal activity strategic planning model and the Forestal Science School's one.

10. Professional competences to develop in students.

Knowledge	Skills	Attitudes	Values
Knowing and implementing the strategic planning models for organizations performing.	Have abilities for strategic analysis using tools like SWOT, agroindustrial chain analysis, PEST and PERT, among others.	Collaboration and participation in team works. Interest in self learning and continuous learning. Open to criticism and with availability to accept them.	Respect Honesty Responsibility Commitment Ethics
Have knowledge enough for strategic diagnoses performing,	Have skills for implanting a strategy and goal achieving goals monitoring,		
Have knowledge enough for formulating and implementing strategies as well as designing following models in a goal achieving basis.	Have abilities for developing and presenting a project tree improvement.		

11. Course topics

Module I. Background, features and purposes (Introduction to strategy; components of the strategic planning)

Module II. Features of Forest system and analysis of the Durango Forest Strategic Program 2008-2030.

Module III. Strategic analysis,, formulating and implementation of the strategy.

Module IV. Strategic analysis,, formulating and implementation of the strategy

12. Evaluation criteria

Formative assessment : 10 % Exhibitions, Reports task, practice reports, preliminary tests.

Summative assessment : 40 % Preparation and delivery of the products involved

Self-evaluation : 10% Each student an assessment rating , which shall state in writing what has been learned during the semester with their respective evidence will be given . It will also assess their attitudes and values (honesty, commitment , punctuality , responsibility, etc.)

Co-evaluation : 10% Teammates will give a rating , indicating the strong points and if the opportunity areas identified in their peers

Hetero-evaluation : 10% Students indicated as the teacher directed the course , and averaged with what Professor detected in each of the participants regarding their performance.

13. Information sources

Basic

1. Valencia R. J. 2008. Administración con enfoque estratégico. Ed. Trillas. México. 283 p.
2. Maroto, C. J. 2007. Estrategia –de la visión a la acción-. Ed. Alfaomega, ESIC. 2ª edición. España. 462 p.
3. Kaplan, R. S.; Norton, D.P. 1996. El Cuadro de Mando Integral. Harvard Business Press. 3ª. Edición revisada. USA. 382 p.
4. Kaplan, R. S.; Norton, D.P. Cómo utilizar el cuadro de mando integral, -para implementar y gestionar la estrategia-. Harvard Business Press. 2ª. Edición revisada. USA. 412 p.
5. Niven, R.P. 2002. El Cuadro de Mando Integral Paso a Paso. Gestión 2000. USA. 414.
6. Kaplan, R. S.; Norton, D.P. 2004. Mapas estratégicos, -convirtiendo los activos intangibles en resultados tangibles.. Gestión 2000. USA. 499 p.

Complementary

7. Kaplan, R. S.; Norton, D.P. 2000. Alignment. Gestión 2000. USA. 336 p.
8. Johnson, G; Scholes, K. 2001. Dirección estratégica. Prentice Hall. España. 714 p.
9. Steiner, G. A. 2007. Planeación estratégica –lo que todo director debe saber-. Grupo Editorial Patria. 33ª. Reimpresión. México. 366 p.

Internet sites

www.conafor.gob.mx

www.semarnat.gob.mx

www.fao.org