



"El saber de mis hijos  
hará mi grandeza"

## UNIVERSITY OF SONORA

**Central Region Unit**  
**School of Economic and Administrative Sciences**  
**Department of Economics**  
**Business and International Commerce Degree**

### Identification Data

<b>Subject:</b> International Competitiveness	<b>Formative Pillar:</b> Common
<b>Teaching-learning process:</b> Course-Workshop	<b>Pre-requirement:</b> None
<b>Hours per course:</b> 4	<b>Post-requirement:</b>
<b>Nature of subject:</b> Mandatory	<b>Credit Value:</b> 6

### General Objective:

The graduate of the program must be able to identify competitive factors, the location of Mexico on the competitiveness scale by country according to the results of the Davos Forum in the World Competitiveness Report. He will explain the causes of the loss of competitiveness and the presentation of a model for sustainable competitiveness, and use methodologies of analysis, planning and effective strategic action to achieve sustainable competitiveness in the XXI century.

### Proficiency Units:

#### Proficiency Unit I – Strategic Analysis for International Competitiveness

- 1.1 Competitive advantage, competitive margin
- 1.2 National competitiveness and business competitiveness
- 1.3 How the national and international environment affects the competitiveness of Business
- 1.4 What comes from the inward growth model or ISI
- 1.5 Pillars of globalization
- 1.6 Opening and Paradox of competitiveness in the case of Mexico
- 1.7 Dynamic inefficiency, differences between potential GDP and real GDP
- 1.8 The 1990s: a lost decade for Latin America
- 1.9 What went wrong?
- 1.10 Development gaps
- 1.11 Paradigm of the new economy
- 1.12 Global Competitiveness Report, two complementary approaches
- 1.13 CGI and CCI indices
- 1.14 GCR emphasis
- 1.15 Stages of development of nations
- 1.16 Government work
- 1.17 Causes of failure of recent economic development
- 1.18 Mexico's position according to CGI and CCI, analysis and solution strategies
- 1.19 Triangle of competitiveness and growth for Mexico

- 1.20 Mexico and the exchange rate problem
- 1.21 Index of economic creativity and the paradox of competitiveness
- 1.22 Porter and “The Dutch Disease”
- 1.23 Mexico, an open but little globalized country
- 1.24 Globalization rates
- 1.25 Human Development
- 1.26 Technological Advancement
- 1.27 Collective analysis
- 1.28 Actions towards a new market system
- 1.29 New economic paradigm for the XXI century

**Proficiency Unit II – Strategic Management for Business Competitiveness in the Global world**

2.1 Despite the influence of the context, you can be competitive

2.1.1 The case of the two hikers and the bear

2.1.2 Modern vision of competitive strategy

2.2 Strategic management model

2.2.1 Integral

2.2.2 Functional

2.3 Business mission

2.4 Systemic model of the company

2.5 Audit of the external competitive environment

2.6 Betting on the future

2.6.1 Prospective

2.6.2 Utterance

2.7 The environment threatens but creates opportunities

2.7.1 Competitive Profile matrix and diagram

2.7.2 External Factor Valuation matrix and diagram

2.7.3 Strategic Position matrix and diagram

2.8 Countering the 5 competitive forces

2.9 Strategic Chains

2.9.1 Economic chain

2.9.2 Technology chain

2.9.3 Value chain

2.9.4 Interactions in the value chain

2.10 Identifications of strategies and competitive advantages

2.10.1 DOFA analysis

2.10.2 Resulting strategies FO, DO, FA, DA

2.10.3 PEEA matrix

2.10.4 BCG portfolio matrices

2.10.5 BCG Financial Matrix

2.10.6 Matrix of the great strategy

2.11 Uses and limitations of portfolio analysis

2.12 Theory of levers

2.12.1 Uses and limitations of levers

2.12.2 Levers and Medium and Small Companies

2.13 Economies and diseconomies of scale

2.14 Learning curve

2.14.1 Rigid and flexible systems-competitiveness

2.15 Using the Marketing lever

2.15.1 DFC model

2.15.2 Total Quality Management to improve competitiveness

2.15.3 Benchmarking and process reengineering competitive tools

- 2.16 Strategic decisions
- 2.17 Strategy and international competitiveness of the company
  - 2.17.1 Strategy and culture
  - 2.17.2 Design of Strategic Control systems
- 2.18 Systemic Model for a Competitive Mexico

### **Didactic strategies:**

The student will carry out different academic activities:

- Review of documentary material
- Meetings (interviews, conferences, etc.) with international business professionals
- Visits to companies producing and providing services related to international trade
- Individual presentations

### **Evaluation: general criteria for successful completion of course**

The student will carry out different academic activities:

1. The formal products (written documents generated in each unit and the final integration work):
  - The job contains the required elements
  - Use of grammar rules (punctuation, spelling)
  - Organization of ideas and their foundation
  - Correct reference is made to the consulted sources
2. Group work:
  - Organization of the members in the working groups
  - Work planning
  - Activities and task distribution
  - Punctual delivery of the requested products
  - Participation in class sessions

### **Bibliography**

#### **Basic**

Porter, Michael (1999). La Ventaja Competitiva de las Naciones. Vergara Editores. Madrid.

Ferré, Trenzano, José María (2002). Marketing, Mercado y Competitividad. Océano, México

#### **Additional/Supplementary**

Centro Latinoamericano para la Competitividad y el Desarrollo Sostenible (CLACDS)

IMD (Institute for Management Development) World Competitiveness Yearbook

Desirable academic profile in the teacher

#### **Academic training**

Bachelor in Economics or International Commerce or in a related area, preferably with a Master's degree

#### **Teaching experience**

Teaching experience in these subjects.

#### **Didactic and Pedagogical training**

- Comply with the provisions that the University defines on the matter.
- Manage an interdisciplinary approach.
- Two-year teaching experience.