

SYLLABUS STRATEGY

Economics and Business Department's Mission

Contribute to economic and social development through the generation and dissemination of advanced knowledge and the training of professionals of excellence in the field of management and economics, who are distinguished by their entrepreneurial capacity, global mindset, innovative attitude and who are capable to become protagonists in generating value and impact in organizations.

A. Background

1. Academic Unit	FACULTAD DE ECONOMÍA Y NEGOCIOS					
2. Program	INGENIERÍA COMERCIAL					
3. Course Code	EST510					
4. Curriculum's location	V Año, IX Semestre					
5. Credits	10					
6. Type of course	Mandatory	X	Elective		Optional	
7. Duration	Bimестrial		Semesterly	X	Annual	
8. Prerequisite	Política y Actualidad Económica, Finanzas III, Gestión de Personas II, Administración de la Producción, Investigación de Mercado, Inglés Nivel 4					

Profile of the Graduated Commercial Engineer of Universidad del Desarrollo

The Ingeniero Comercial of the Universidad del Desarrollo is a professional who is trained in the field of administration and capable of not only understanding the evolution of the national and global economy but is also capable of successfully performing functions in management and business creation. This professional is characterized by his or her entrepreneurial capacity, leadership and teamwork, committed to the development of the country, acting with virtue in their academic and professional work, and prepared to face the commercial world.

B. Contribution

Moore's Law and the Age of Invention

Named after Intel cofounder Gordon E. Moore, Moore's law describes a driving force of technological and social change in the late 20th and early 21st centuries. Simply put, it says that computer hardware doubles its power at half the cost every 2 years, a phenomenon he predicted and described in a 1965 paper.

Moore's Law and the associated Gaussian bell-curve do not only hold true until today in the tech industry, but are spreading to virtually every area of our digital, *postindustrial* society.

In 1997, Wired Magazine's cofounder Kevin Kelly proposed invention is power to replace the old knowledge is power paradigm, in an article titled New Rules for the New Economy.

Kelly advocated against the concept of product improvement or problem solving and argued that starting from scratch is likely to be more profitable than fixing a product.

This, what he called paradigm shift—and the other nine elaborated in his article—did not come from some wild hunch or divine prophetic talent, but derived from keen, long-term observation of corporate culture in the tech-industry and was richly illustrated with practical examples.

However, paradigm shifts are usually slow to materialize in the heads of policy and decision makers; in the words of futurist Alvin Toffler: *Most managers were trained to be the thing they most despise – bureaucrats.*

Thus, corporate strategies appear often to still be driven by the risk avoidance, threat neutralization or copycat mentality that dominated the late industrial revolution, rather than embracing the invention and innovation required by Marshall McLuhan's Global Village (1967), Daniel Bell's Postindustrial Society (1976), Alvin Toffler's Third Wave (1980) or Kevin Kelly's "new" Invention is Power paradigm (1997).

As long as corporate strategy is still largely defined by administration- or engineering oriented strategists, not naturally armed with the creativity necessary for invention—nor given to perceiving the lack thereof—organizations may be unable to successfully transition into the innovation driven, permanently accelerating change model that is the hallmark of our postindustrial Era of Invention.

Now that Moore's Law applies to virtually every aspect of our modern society, the knowledge is power paradigm that appears to still be a common denominator in corporate strategies and the models that drive it, ought to be replaced by a creative, innovation driven paradigm, according to Kelly's *Innovation is Power*.

Thus, if the future of business is a future of invention, it no longer suffices to imagine the future or envision possibilities. It is exceedingly necessary to imagine the impossible to drive the success of 20th century organizations.

Many of the latest, globally successful corporations are built on smart, insightful and networked ideas, rather than on capital- and labor intensive, knowledge based production. Many more will follow.

The challenge that stands before us, is to reinvent business in such a way that it does not become obsolete, and to learn how to ride one—Gaussian—wave of success, while inventing the next.

Key learning: strategic thinking, leadership, future, investigation, prospective, analysis, scenario planning, applied creativity, team work and collective intelligence

C. General goal of the subject

Conceptual Level:

- Empower students in relation to their personal strategic thinking and problem-solving skills.
- Develop a holistic and systemic approach to the strategic thinking process.
- Develop the ability to research, analyze and –consequently– understand the problems and/or opportunities presented by determined industries, segments, markets and/or target audiences.
- Understand and execute the sequential steps related with the development of strategies on different levels (corporate, market, product, etc.).

Procedural Level:

- Observe, identify, analyze and discriminate the variables involved in a determined problematic or opportunity.
- Organize and plan the solution development process.
- Present, justify and defend findings and proposed solutions.
- Self-evaluate and self-monitor project progress.
- Case resolution and class participation.

Attitudinal Level:

- Appreciate the interest in exploration beyond the obvious, traditional.
- Incorporate curiosity, observation, exploration and innovation as a permanent habit.
- Develop the ability to think critically and strategically.
- Develop and discuss fact based arguments to “sell” conclusions, strategies or concepts.
- Develop leadership skills, being effective and efficient in teamwork in general and collaborative ideation in particular.
- Participate actively in self- and co evaluation through debate, questions and suggestions.

D. Contents and Learning Goals

Unit	Objectives
<p>1. Unit I: The Concept of Strategy, Essential Concepts. 1 - Concepts of strategy, its main dimensions and action areas 2 - Mega-trends in the globalized economy and historical evolution of Entrepreneurial Strategy</p>	<p>Objectives:</p> <ul style="list-style-type: none">- Outline the origin and meaning of strategy, the role it has or should have in organizations and the modern business environment.- Explore why many organizations have difficulties when it comes to strategic planning.- Discuss the historical changes the world is experiencing due to the rise of the network and the transition from the tangible to the intangible.- Understand the role of conflict and competition as social phenomenon and the importance of leadership in the strategic planning process.- Explore the role of anticipation, action planning and mobilization in strategic planning, strategy development and –execution.

<p>2. Unit II: Corporate Strategy</p> <p>1 - Vision, mission and strategic objectives of an organization.</p> <p>2 - The need for growth, diversification and innovation.</p> <p>3 - Model strategic resources and core competence as a basis for the analysis and formulation of corporate strategy.</p> <p>4 - The Corporate Triangle.</p> <p>5 - Mergers & Acquisitions mechanisms as avenues for corporate strategies and Strategic Alliances as possible alternatives.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> - Review organizational analysis tools, understand and apply tools for strategic analysis and formulation at a corporate level. - Discuss and apply General Systems Theory. - Consolidate knowledge of finance, human resources and marketing, applied to corporate strategy. - Identify key leadership models, traits, and create awareness of their respective positive or negative impact on organizational creativity, innovation performance and survival. - Apply the acquired knowledge to expand the competence for the dynamic strategic analysis of organizations and prospective decision making.
<p>3. Unit III: Competitive Strategy</p> <p>1 - Understand and practice the analysis tools of the Competitive Strategy and its formulation.</p> <p>2 – Business Mission, application of models and analysis tools.</p> <p>3 – The external analysis to the company: the industry.</p> <p>4 - The internal analysis of the business.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> - Review analysis tools, understand and apply tools for strategic analysis and formulation at a business level. - Consolidate knowledge of finance, human resources and marketing, applied to competitive strategy. - Identify key leadership models, traits, and create awareness of their respective positive or negative impact on organizational creativity, innovation performance and survival. - Apply the acquired knowledge to expand the competence for the dynamic strategic analysis of organizations and prospective decision making.
<p>4. Unit IV: Functional Strategy</p> <p>1 - Understand the foundations and contents of the Functional Strategy and its Formulation.</p> <p>2 - Alignment of corporate, competitive and functional strategies. of strategy, its main dimensions and action areas</p> <p>3 - Mega-trends in the globalized economy and historical evolution of functional strategy.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> - Review analysis tools, understand and apply tools for strategic analysis and formulation at a functional level. - Consolidate knowledge of functional areas within the company, applied to corporate, competitive and functional strategy. - Identify key leadership models, traits, and create awareness of their respective positive or negative impact on organizational creativity, innovation performance and survival. - Apply the acquired knowledge to expand the competence for the dynamic strategic analysis of organizations and prospective decision making.
<p>5. Unit V: Modern Topics of Strategy</p> <p>1 - Understand current strategic problems and the new models for analyzing the Strategy.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> - Review new analysis tools, understand and apply these new tools for strategic analysis and formulation at a company level. - Consolidate knowledge of strategy in different markets

<p>2 - Understand and practice the analysis tools of the Corporate and Business Strategy.</p> <p>3 - New models for analyzing the Business and the Environment.</p>	<p>and environments, applied to corporate, competitive and functional strategy.</p> <ul style="list-style-type: none"> - Identify key new leadership models, traits, and create awareness of their respective positive or negative impact throughout the organization. - Apply the acquired knowledge to expand the competence for the dynamic strategic analysis of organizations and prospective decision making.
---	---

E. Bibliography:

1. CHAN KIM & RENÉE MAUBORGNE. (2015): "Blue Ocean Strategy", Harvard Business Review Press.
2. ARNOLDO HAX. (2010): "The Delta Model, reinventing your business strategy", Springer.
3. CHUCK BAMFORD. (2015): "The Strategy Mindset", Library of Congress Number: 2014921984
4. JOAN MAGRETTA. (2019): "Understanding Michael Porter", Harvard Business Review Press.
5. OSTERWALDER A., & PIGNEUR Y. (2010): "Business Model Generation", Wiley.
6. REEVES M., HANNAES K. & SINHA J. (2015): "Yours Strategy Needs a Strategy", HBR Press / The Boston Consulting Group.
7. LAFLEY A.G. & MARTIN R. (2013): "Playing to Win, how strategy really works", HBR Press.
8. GHEMAWAT P. (2017): "Strategy and the Business Landscape", Ghemawat Publishing.
9. RITA McGRATH. (2019): "Seeing Around Corners", Library of Congress