

	Learning Objectives Oriented
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## STRATEGY PROGRAM

### Mission of the School of Business and Economics

“To 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 administration and economics, who are distinguished by their entrepreneurial capacity, global mindset, innovative attitude and who are capable of becoming protagonists in the generation of value and impact on organizations.”

### A. General Information

1. Academic Unit	SCHOOL OF BUSINESS AND ECONOMICS					
2. Career	BUSINESS ADMINISTRATION					
3. Course code	ECG426					
4. Curriculum's location	IV year, II semester					
5. Credits	10					
6. Type of course	Mandatory	X	Elective		Optional	
7. Duration	Bimestrial		Semesterly	X	Annual	
8. Weekly modules	Theoretic classes	2	Practical classes	0		
9. Academic hours	Sessions	68				
10. Prerequisites	Production Management / People Management II / Marketing II / Finance II/ English level 5					

### Graduate Profile of the professionals who obtain the

#### Bachelor Degree in Business Administration from Universidad del Desarrollo

“The Bachelor in Business Administration of Universidad del Desarrollo is a professional trained in the field of administration, capable of understanding the evolution of the national and world economy, and able to successfully perform management and business creation functions. This professional is characterized by his/her entrepreneurial capacity, leadership and teamwork, committed to the development of the country, acting with rectitude in his/her academic and professional work, and prepared to face the working world.”

## **B. Contribution to the Graduate's Profile**

To provide modern concepts and basic tools to understand strategy at the corporate, competitive and functional levels of companies. To analyze the dynamic environment of industries, with their external and internal forces, identify critical factors to compete successfully and develop a strategic plan for new businesses consistent with the capabilities of organizations and with the new opportunities that are generated in an increasingly globalized market.

This course is part of the *Professional Qualification* cycle of studies and is directly related to Finance II and Marketing II.

It develops in the student the Generic Competence: "Analytical Vision".

## **C. General Learning Objective of the course**

To develop the analytical ability to perceive and eventually anticipate, prevent and take advantage of the effects of the environment beyond the dynamic forces of the market looking for opportunities to achieve competitive advantage, assuming an entrepreneurial attitude in the various situations faced. Emphasizing the value of skills to understand the particularities and risks of business, opening to the perspective of new approaches in the decision making process emphasizing business innovation.

## **D. Content Units and Learning Objectives**

<b>Content Units</b>	<b>Learning Objectives</b>
<b>Unit I: The Concept of Strategy</b>  1. Mega-trends in the globalized economy and the historical evolution of Business Strategy.  2. Concepts of strategy and its main dimensions and fields of action.	<ul style="list-style-type: none"> <li>- To present the current business environment and the role of strategy.</li> <li>- To develop group analysis and discussion on the topic presented.</li> <li>- To value the knowledge acquired as essential to broaden the support base for the dynamic strategic analysis of the competitive environment of companies and their subsequent strategic decision making.</li> </ul>

Content Units	Learning Objectives
<b>Unit II: Corporate Strategy</b> <ol style="list-style-type: none"> <li>1. Vision, mission and strategic objectives of a firm and its need for growth and diversification.</li> <li>2. Horizontal, vertical and internationalization strategies.</li> <li>3. Model of strategic resources and core competencies as a basis for the formulation and analysis of corporate strategy.</li> <li>4. Corporate Triangle analysis model.</li> <li>5. Mergers &amp; Acquisitions mechanisms as ways of corporate strategies and Strategic Alliances as possible alternatives</li> </ol>	<ul style="list-style-type: none"> <li>- To apply tools for strategic formulation and analysis at the corporate level.</li> <li>- To consolidate knowledge of finance, human resources and marketing to design corporate strategies for new businesses.</li> <li>- To value the knowledge acquired as essential to expand the support base for the dynamic strategic analysis of the competitive environment of companies and their subsequent strategic decision making.</li> </ul>
<b>Unit III: Competitive Strategy</b> <ol style="list-style-type: none"> <li>1. Mission of the company as a business unit and the definition of the industry in which it competes.</li> <li>2. External dynamic analysis of the company through the macro and micro-industrial environment.</li> <li>3. 5-Competitive-Forces Structural Analysis Model of the industry.</li> <li>4. Existence of the 6<sup>th</sup> Competitive Force and collaborative environments.</li> <li>5. Concepts of strategic positioning and competitive advantage.</li> <li>6. Strategic groups and their competitive dynamics.</li> </ol>	<ul style="list-style-type: none"> <li>- Perform industry analysis applying the latest strategic tools.</li> <li>- To formulate competitive strategies for companies facing the dynamics of the environment.</li> <li>- To value the knowledge acquired as essential to broaden the support base for the dynamic strategic analysis of the competitive environment of companies and their subsequent strategic decision making.</li> </ul>

Content Units	Learning Objectives
<b>Unit IV: Functional Strategy</b>  1. Fundamentals for the creation of strategic value. 2. Internal analysis of the company through the Internal Value Chain Model. 3. Updated analysis framework for generic strategies based on the company's activity system. 4. Sources for the sustainability of competitive advantage.	<ul style="list-style-type: none"> <li>- To model and put into practice modern tools for strategic competitive analysis.</li> <li>- To consolidate knowledge of finance, human resources and marketing applied to competitive strategy.</li> <li>- To implement a strategy: Organization, Leadership and Strategic Control.</li> </ul>
<b>Unit V: Modern Strategy Topics</b>  1. Latest strategic analysis tools based on the search for innovation to face the dynamic changes of the global environment.  2. Integrated analysis framework for the sustainability of competitive advantage in an increasingly complex social and natural environment.	<ul style="list-style-type: none"> <li>- To analyze and put into practice modern tools of consolidated dynamic strategic analysis.</li> <li>- To carry out innovative strategic formulations for specific cases of companies in different industrial sectors.</li> </ul>

### E. Teaching Strategies

This course seeks to present the aforementioned contents in a practical and motivating manner, therefore a combination of different methodologies will be used: expository methodology, facilitating methodology, whose techniques used will be team work and debates among the students, case studies, guidelines and research formulation; collaborative methodology with the implementation of discussions and critical analysis of cases and economic and business news of national and global current affairs.

## F. Evaluation Strategies

This course will tend to use different evaluation procedures, in addition to having a strong emphasis on the student's formative process. Thus, information will be collected at different times during the semester to provide feedback to the students that will allow them to achieve the objectives set. In the same way, students will be made aware of these procedures and evaluation criteria by the professor responsible for the subject.

Formative evaluations: will consist of Reading Controls and Oral Presentations.

Formal tests: they will consist of essay questions that will allow gathering information regarding the knowledge and application of the contents worked on.

The evaluation procedures could be as follows:

Evaluations
Midterm Exam 1
Midterm Exam 2
Reading control
Oral presentations
Final Exam

## **G. Bibliography**

### **Mandatory Bibliography**

HILL CH. and JONES, G (2011) *Administración Estratégica*, 9<sup>th</sup> Edition, Cengage Learning

HAX A. and MAJLUF N. (1997), *Estrategias para el liderazgo competitivo*,

Dolmen PORTER M. *Estrategia Competitiva* (1996), 21<sup>st</sup> Edition, Editorial Cecsca

PORTER M. (1996) *Ventaja Competitiva*, 12<sup>th</sup> Edition, Editorial Cecsca

HAX A. and WILDE D. (2003), *El Proyecto Delta*, Grupo Editorial Norma

KIM C. and MAUBOURGNE R. (2005), *La Estrategia del Océano Azul*, Editorial Norma.

### **Supplementary Bibliography**

COLLIS D. and MONTGOMERY C. (2007), *Estrategia Corporativa*, 2<sup>nd</sup> edition, Mc Graw-Hill

MARKIDES C. (2000), *En la Estrategia está el Éxito*, Ed. Norma

JOHNSON G. and SCHOLES K. (1999), *Dirección Estratégica*, 3<sup>rd</sup> Edition, Prentice Hall

TARZIÁN J. (2009), *Fundamentos de Estrategia Empresarial*, 2<sup>nd</sup> Edition, Ediciones UC