Universidad del Desarrollo
Universidad de Excelencia

Syllabus
Strategic Management

A. General Information

1. Academic Unit	Faculty of Engineering					
2. Program	Industrial Engineer					
3. Code	IIS516A					
4. Location in the curriculum	V Year, I Semester					
5. Credits	UDD	8	SCT	5		
6. Type of course	Mandatory	X	Elective		Optional	
7. Duration	Bimonthly		Semi-annual	X	Annual	
8. Modules per week	Theoretical	1	Practical	1	T.A.	
9. Class hours	Classes	68	Teaching Assistance			
10. Prerequisites	Evaluación Económica de Proyectos – English Level B2					

B. Contribution to the Graduate's Profile

The **Strategic Management** course, as part of the Professional Qualification Cycle, this course addresses organizational competitive strategy in the context of countries where organizations operate in free markets and competition plays a decisive role in the success or failure of any strategy.

The course is structured into six units: Introduction to Strategic Management, Strategic Analysis, Strategic Positioning and Competitive Advantage, Strategy–Situation Fit, Strategy Sustentation and Strategy Implementation.

This course belongs to the **Management** training area. It contributes to the UDD generic competencies: **Global Vision and Innovation**, as well as to the specific competencies: **Problem Solving through a Systemic Approach** and **Analytical Thinking and Inquiry**, as declared in the graduate profile of the program.

C. Competencies and Learning Outcomes from the Course

<table>
<tr><th>Generic Competencies</th><th>General Learning Outcomes</th></tr>
<tr><td>Global Vision</td><td rowspan="6">Analyzes and interprets the strategic challenges of organizations in global contexts, considering economic, social, and technological trends.

Proposes creative and viable strategic solutions to complex scenarios, integrating innovative approaches into strategy formulation and management.

It addresses strategic problems by considering multiple variables and interactions, designing solutions that integrate different organizational levels.

Critically evaluates internal and external information to support strategic decisions, applying advanced analytical methods and conceptual frameworks.</td></tr>
<tr><td>Innovation</td></tr>
<tr><td>Specific Competencies</td></tr>
<tr><td>Problem Solving Under a Systemic Approach</td></tr>
<tr><td>Analytical Thinking and Inquiry</td></tr>
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D. Units, Content and Learning Outcomes

Units and Content	Competency	Learning Outcomes
UNIT I: Introduction to Strategic Management. • Strategy concept. • Competitiveness and sustainability concepts. • Strategic management process. • Strategic management: methodologies and tools. • Strategy formulation.	*Global Vision* *Analytical Thinking and Inquiry*	Recognizes the impact of globalization on strategic management and organizational competitiveness. Analyzes the fundamental concepts of strategy and organizational sustainability, applying relevant theoretical frameworks.
UNIT II: Strategic Analysis. • SWOT analysis as support to analysis and management. • Competitive and industry analysis techniques portfolios: - The Firm Position/Industry Attractiveness Grid. - McKenzie Analysis. - Structural Determinants of Competitive Strength (Porter). - Structural analysis and industry selection. - Value network and Brandenburger and Nalebuff *Coo-Petition*.	*Problem Solving Under a Systemic Approach* *Analytical Thinking and Inquiry*	Apply strategic analysis tools (SWOT, Porter's five forces, value network) to diagnose organizations in different contexts. Critically evaluate the information obtained from the strategic analysis, identifying opportunities and threats relevant to the decision-making process.

UNIT III: Strategic Positioning and Competitive Advantage. • Strategies and Business Model Canvas (Osterwalder): - Cost leadership. - Focus. - Differentiation. • Business Model generation. • Strategy dimension. • Types of positioning and competitive advantage: - Offensive strategies. - Defensive strategies. - Integration strategy. • Balanced Scorecard.	*Innovation* *Problem Solving Under a Systemic Approach*	Design business model proposals and competitive strategies that incorporate innovative approaches to differentiation and focus. Analyze the implications of different competitive strategies (offensive, defensive, integration) on the competitive advantage sustainability.
UNIT IV: Strategy–Situation Fit. • Strategic Maps: - Strategic objectives. - Ishikawa diagram. • Generic strategies: analysis and selection: - Fragmented industries. - Emerging industries. - Transitioning industries. - Declining industries. - Globalization. - Corporate diversification.	*Global Vision* *Innovation* *Problem Solving Under a Systemic Approach*	Evaluate the relevance of generic strategies based on industry conditions and international markets. Formulate strategies tailored to different types of industries (emerging, fragmented, transitioning, globalized), integrating internal and external variables. Design strategic map proposals, incorporating innovative approaches in analysis and formulation.
UNIT V: Strategy Sustentation. • Threats to value creation. • Threats to value appropriation. • Shared value.	*Innovation* *Analytical Thinking and Inquiry*	Examine threats to value creation and appropriation, identifying actions to strengthen strategic sustainability. Propose shared value and strategic sustainability initiatives with a creative and interdisciplinary approach.
UNIT VI: Strategy Implementation. • Strategic alignment: - Balanced Scorecard. - Indicators and goals. - Initiatives and responsible parties. • Strategic control. • Organizational aspects. • Commitment, culture, and leadership.	*Global Vision* *Problem Solving Under a Systemic Approach* *Analytical Thinking and Inquiry*	Design strategic implementation plans integrating organizational objectives, indicators, and resources. Analyze the impact of strategic alignment on organizational competitiveness facing global challenges. Evaluate the results of strategy implementation using management indicators and strategic control criteria.

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E. Teaching Methods

To achieve the objectives, the theoretical content will be delivered through practical case studies and analytical exercises, using the provided analytical tools. This will be complemented by the development of a strategic plan and presentations of the cases analyzed in each class.

The classes will be mainly lecture-based, encouraging the analysis, application, and discussion of the fundamental concepts enlightened in the examples.

F. Evaluation

For the different assessment, a grading rubric with clear criteria known to the students will be used. The assessment and its rubric will adhere to the requirements established by the Professor.

In the case of presentations, students will be informed in advance about the minimum requirements.

- **Quizzes:** The content to be assessed will correspond to the material covered in class and any readings completed since the previous Quiz. These evaluations are mandatory, and surprise quizzes may also be administered during class, in addition to those announced in the syllabus.
- **Reports:** Assessment methods may include the preparation of reports focused on the application of the analysis to specific cases, case summaries and bibliography used, and other cases that complement those used in the course.
- **Presentations:** These presentations aim to analyze the strategic plan and apply the analytical tools to the companies used in the course. Students may also consider additional case studies beyond those used in the course.
- **Midterm Exams:** Two midterm exams will be administered during the weeks established by the Faculty of Engineering.
- **Final Exam:** This will be administered at the end of the semester, scheduled by the Faculty of Engineering. A minimum grade of 3.0 is mandatory for all students, in accordance with the Academic Regulations (R.A.A.R.).

G. Learning Resources

Mandatory:

- Thompson & Strickland, **“Dirección y Administración Estratégica”**, Ed. Mc Graw Hill, 1997.
- Mintzberg - Quinn, **“El Proceso Estratégico”**, Prentice Hall, 1993.
- Porter, M., **“Ventaja Competitiva: Creación y Sostenimiento de un Desempeño Superior”**, Ed. CECSA, 1987.

Supplementary.

- Ghemawat, P., “**La Estrategia en el Panorama del Negocio: Texto y Casos**”, Ed. Pearson Education, 2000.
- Hax, A., Majluf, N., “**Estrategias para El Liderazgo Competitivo**”, Ed. Dolmen, 1997.
- Hill, C., Jones, G., “**Administración Estratégica: Un Enfoque Integrado**”, Ed. Mc Graw Hill, 1996.
- Del Sol, P., **“Ganar sin Competir – Ganar por Suerte”**, Mercurio Aguilar, 2009.
- Kaplan, R., Norton, D., **“Strategy Maps”**, Harvard Business School Publishing, 2004.