



Course Information					
Code:	NIN61008	Course:	GLOBAL BUSINESS STRATEGY		
Coordination Area / Program:		FAC. CC.EE. INTERNATIONAL BUSINESS			Mode: A distancia
Credits: 04	Tipo de hora	Presencial	Virtual	H. Totales	Autonomous Learning Hours: 128
	H.Teoría	0	64	64	
	H.Práctica	0	0	0	
	H.Laboratorio	0	0	0	
Period: 2024-02		Start date and end of period: del 19/08/2024 al 08/12/2024			
Career: ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES					

Course Pre-requisites		
Code	Course - Credits	Career
	> 60 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 180 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE

		SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 80 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 200 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 100 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 120 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - CIENCIA DE DATOS -

		COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
FC-AD-IBS INTBUSIN	INTERNATIONAL BUSINESS	GEST-INNOV-GASTRON - ECO. NEG. INT. - ECONOMIA - RELAC. INTERNACIONALES - ECO. Y FINANZAS - ADM. HOTELERA
FC-AD-IBS NEGLIDCOM	NEGOCIACIÓN Y LIDERAZGO COMERCIAL	INTERN. BUSINESS
FC-AD-ADM GESTEMPR	GESTIÓN DE EMPRESAS	ING AGROIND - ING SIST INFORM - ING. INDUSTRIAS ALIM. - ING-SOFT - ING. INDUSTRIAL Y C. - ARQUITECTURA - MARKETING - ING. INFORMÁTICA - PSICOLOGIA - ING. CIVIL - ING. AMBIENTAL - ING-MECAT - ING. EMPRESARIAL - ADM. TURISMO
FC-AD-ADM GESTEMPR	GESTIÓN DE EMPRESAS	ING AGROIND - ING SIST INFORM - ING. INDUSTRIAS ALIM. - ING-SOFT - ING. INDUSTRIAL Y C. - ARQUITECTURA - MARKETING - ING. INFORMÁTICA - PSICOLOGIA - ING. CIVIL - ING. EMPRESARIAL - ING. AMBIENTAL - ING-MECAT - ADM. TURISMO
FC-ADM GESTEMPR	GESTIÓN DE EMPRESAS	COMUNICACIONES - ECO. Y FINANZAS
FC-P-FBA ETICIUDA	ÉTICA Y CIUDADANÍA	INTERN. BUSINESS
FC-P-ADM CONTCOST	CONTABILIDAD DE COSTOS	INTERN. BUSINESS

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
SAAVEDRA ROSSEL, KATHERINE CINDY		9:00 AM - 5:00 PM	Campus 1 - Building E - Second Floor

Instructors
You can check the timetables for each teacher in their INFOSIL in the Classes Development Teachers option Teachers .

Course Overview
Global Business Strategy is a theoretical course of specialized training. It contributes to the competence development of projects. It includes the development of the following thematic axes: strategic variables that affect companies in a global environment, techniques that will help them understand this business environment, as well as participate in a global world. Likewise, it contemplates the development of strategic plans that create sustainable competitive advantages over time. The accredited product of this course is the development of strategic analysis and business strategy proposal for a global organization, applying the course contents, and which will be presented collectively.

Competencias Profesionales y/o Generales			
Carrera/Programa	Sigla/ Denominación de la Competencia	Nivel de la competencia	Aprendizajes esperados
INTERNATIONAL BUSINESS	CP3: Project Development	N3 Designs business or corporate strategies in the commercial field of	• Proposes business or corporate strategies in the commercial field of

goods, services, and international investment.	goods, services, and international investment.
	• Utilizes financial, economic, and accounting tools as learned in the career, in order to evaluate projects in a national and international environment. • Evaluates investment projects using knowledge and tools to provide an answer to economic and financial viability in an international environment.

General Course Result	Unit Result
At the end of the course, the student prepares a strategic analysis and a proposal for a business strategy for a global organization, considering the strategic variables of the global environment and strategic plans that create sustainable competitive advantages, applying ethical criteria and corporate social responsibility.	1. At the end of the unit, the student develops a comprehensive analysis of the environment in which a global organization operates, identifying the strategic variables that influence its business decisions, with ethical criteria and social responsibility. 2. At the end of the unit, the student develops business strategic plans that create sustainable competitive advantages for a global organization, and proposes actions for their implementation and control, applying ethical criteria and social responsibility.

Development of activities		
Unit Result 1: <i>At the end of the unit, the student develops a comprehensive analysis of the environment in which a global organization operates, identifying the strategic variables that influence its business decisions, with ethical criteria and social responsibility.</i>		
Session 1: <i>At the end of the session, the student plans the approach to their research project, integrating knowledge of global strategy, corporate governance, and social and ethical responsibility, and identifying the basic components of a strategic management model.</i>		Semana 1 a 3
Learning Activities	Contents	Evidence
Synthesize the ideas related to the topic, using examples of successful global companies, through a brainstorming session. Describe and relate the stages of the strategic management model learned through a graphic organizer. Relate and explain the concepts of ethics, social responsibility, and corporate performance through an emblematic case of crisis in a global company.	Strategies around the world Strategy, global strategy, and fundamental questions. Globalization, deglobalization, and semi-globalization. Black swan events and risk management. Introduction to strategic management Evolution of strategies. Overview of a strategic management model. Triggers for the development or revision of strategy. Corporate governance and social responsibility Corporate governance: role and responsibilities of the board and senior management. Social responsibility and ethics in strategic management. Sustainability and stakeholder	Research plan (Group case study 1 and 2) Practice No. 1

	analysis in social responsibility and ethics.	
Session 2: <i>At the end of the session, the student presents an initial progress of their research project on the comprehensive analysis of the selected global company's environments, working collaboratively and using reliable sources responsibly.</i>		Semana 4 a 6
Learning Activities	Contents	Evidence
Analyze the external environment of the chosen global company in its natural, societal (STEEP or PESTEL), and task components (Porter's 5 Forces), identifying strategic opportunities and threats; share the results in the classroom. Analyze the internal environment of the chosen global company, assessing its distinctive competencies and identifying strategic strengths and weaknesses; share the results in the classroom. Analyze the institutional environment of the largest market/country of the chosen global company, identifying existing formal and informal institutions and how they can reduce or increase business uncertainty; share the results in the classroom.	External and Industrial Environment Analysis Components of the external environment: natural, societal, and task environment. Industry analysis: Porter's Five Forces. Categorization of international industries. Identification of strategic opportunities (O) and threats (A). Preparation of an EFAS table. Internal Environment Analysis Resources and capabilities. Key and distinctive competencies. VRIO framework for evaluating competencies. Business models. Basic organizational structures. Identification of strategic strengths (F) and weaknesses (D). Preparation of an IFAS table. Institutional Environment Analysis Institutional environments affecting global strategy. Formal and informal institutions. Two ways to reduce uncertainty through institutions. Role of corporate culture. Impact of ethics on global strategy. Summary of environmental analysis and its strategic factors: SFAS matrix.	Porter's Five Forces analysis of selected company. Practice No. 2 Submission of progress report for group research project: General analysis of the environment of the selected global company. (Group case study 3 and 4)
Unit Result 2: <i>At the end of the unit, the student develops business strategic plans that create sustainable competitive advantages for a global organization, and proposes actions for their implementation and control, applying ethical criteria and social responsibility.</i>		
Session 3: <i>At the end of the session, the student formulates corporate strategies, business strategies, and functional strategies that allow achieving the objectives of a global organization, working collaboratively with criteria of responsibility and ethics.</i>		Semana 7 a 10
Learning Activities	Contents	Evidence
Select competitive strategies for each business unit of the chosen global company, proposing alternative cooperative strategies for some of them; share the results in class. Identify the overall orientation of the directional strategy of the chosen global company and its more specific strategies within it, and apply portfolio analysis of its business units; share the results in class. Recognize the key functional areas of the chosen global company and identify the type or types of functional strategy followed by the company; identify functions that are outsourced or are candidates to be outsourced; share the results in class.	Formulation of Strategies: Business Strategies Vision, mission, and objectives. Possible competitive strategies (cost leadership, differentiation, and focus). Alternative cooperative strategies (collusion and strategic alliances). Corporate Strategies Directional strategies (growth, stability, and retrenchment). Portfolio analysis (BCG matrix). Corporate parenting strategies. Functional Strategies Options for marketing, finance, purchasing, operations, logistics, human resources, research and development (R&D), and information and communication technologies (ICT). Outsourcing decisions: advantages and	Group report on the business strategies of an international company (case study 5). Group report on the functional strategies of an international company (case study 6). Practice No. 3

	disadvantages. Strategies to avoid. Processes for selecting strategies. Development of business policies.	
Session 4: <i>At the end of the session, the student plans implementation actions for the formulated strategies for a global organization, including the incorporation of personnel required by the new strategies, with criteria of responsibility and ethics.</i>		Semana 11 a 13
Learning Activities	Contents	Evidence
Identify some programs and procedures developed, as well as changes in its organizational structure, carried out by the chosen global company in the process of implementing its business strategies, sharing the results in class.	Implementation of Strategy: Organization and Structure - Three key questions and their answers in strategy implementation. - Programs, budgets, and procedures. - "Structure follows strategy" (Chandler). Implementation of Strategy: Staffing and Leadership - Connection between strategies and staffing decisions. - Managing corporate culture in implementation.	Report on strategy implementation in the chosen company (case study 7). Practice No. 4
Session 5: <i>At the end of the session, the student proposes actions for evaluating and controlling the strategies implemented by the global organization, and prepares conclusions and recommendations for their credited product, applying ethical and social responsibility criteria</i>		Semana 14 a 16
Learning Activities	Contents	Evidence
Distinguish between the financial measures, shareholder value measures, and non-financial performance measures used by the chosen global company for the evaluation and control of its strategies, sharing the results in class	Evaluation and Control of Strategy Types of control: input, behavior, and output. Financial measures, shareholder value measures, and non-financial performance measures of strategies. Incentives for good performance.	Presentation and oral defense of the group research project (accredited product) Final Exam

Methodology
The course will be developed based on the following methodologies: The course will be developed based on the following methodologies: Flipped classroom with educational material for individual study provided by the teacher and then worked on in class; Collaborative and reflective learning through Case Studies; gamification dynamics; and Research-Based Learning; fostering an integrated and progressive, contextual and practical, student-centered learning experience.

Assessment System				
Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.				
The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.				
Type Evaluation	%Weighing	Observation	Week Assessment	Rezag.
Evaluación Permanente	60%			
Promedio de Prácticas	35%			
Práctica 1		Includes what was developed up to week 3	Semana 3	No
Práctica 2		Includes what was developed up to week 6	Semana 6	No
Práctica 3		Includes what was developed up to week 10	Semana 10	No

Práctica 4		Includes what was developed up to week 13	Semana 13	No
Promedio de actividades grupales	35%	Constant participation in class during the development of the course.	Semana 15	No
Prueba Final	30%	Final Test	Semana 15	No
Evaluación Final	40%	Producto Acreditable	Semana 16	No

Attendance Policy	
Total Percentage Absences Permitted	30%
Class attendance is mandatory. The student who reaches or exceeds the limit of thirty percent (30%) of absences in the course, defined by the total of effective hours, will be disqualified from taking the final evaluation, corresponding to said evaluation with a grade of zero (0). In hybrid classrooms, only synchronous virtual participation (via zoom) is allowed, up to a maximum of 50% of the total course.	

Basic Required Reading
[1] Peng, Mike W. (2018). <i>Negocios globales</i> /. (3a ed.). Cengage Learning,. [2] Wheelen, Thomas (1998). <i>Strategic management and business policy</i>. (6). Addison-Wesley.

References Supplementary

Prepared by: SAAVEDRA ROSSEL, KATHERINE CINDY / SAAVEDRA ROSSEL, KATHERINE CINDY /	Approved by: SAAVEDRA ROSSEL, KATHERINE CINDY	Validated by: Office of Curriculum Development
Date: 14/08/2024	Date: 14/08/2024	Date: 14/08/2024