## JOHNSON CAPITULO 1. INTRODUCCION A LA ESTRATEGIA

#### QUE ES LA ESTRATEGIA?

Las decisiones estratégicas o dirección estratégica consisten en:

- La dirección a LARGO PLAZO de la organización.
- El ALCANCE de las actividades de la organización. La cuestión de alcance es fundamental para la estrategia porque afecta a la forma en que los responsables de la dirección de la empresa conciben los limites de la organización.
- La consecución de una VENTAJA respecto a los competidores.
- Se pueden considerar como la BÚSQUEDA DE UN AJUSTE ESTRATÉGICO, con el entorno empresarial.
- Se puede considerar como la <u>CREACIÓN DE OPORTUNIDADES</u> mediante la acumulación de recursos y competencias en una organización. Esto se conoce como enfoque de recursos y capacidades, que se ocupa de explotar la capacidad estratégica de una organización para lograr una ventaja competitiva y muevas oportunidades.
- La estrategia de una organización no solo se ve afectada por las fuerzas del entorno y su capacidad estratégica, sino también por LOS VALORES Y EXPECTATIVAS DE AQUELLOS QUE TIENEN PODER en el entorno y dentro de la organización.

Por lo tanto, es probable que:

Tengan una naturaleza compleja.

Se toman en situaciones de incertidumbre.

Afecten a las decisiones operativas.

Requieran un planteamiento integrado (tanto dentro como fuera de la organización).

Impliquen cambios considerables.

Estrategia es la DIRECCIÓN Y EL ALCANCE de una organización a LARGO PLAZO que permite lograr una VENTAJA en un ENTORNO CAMBIANTE mediante la configuración de sus RECURSOS Y COMPETENCIAS, con el fin de satisfacer las EXPECTATIVAS DE LAS PARTES INTERESADAS.

#### NIVELES DE ESTRATEGIA

La estrategia corporativa DESICIONES SOBRE EL CONJUNTO DE LA ORGANIZACIÓN.

Se ocupa del <u>alcance general</u> de una empresa y de cómo se puede <u>añadir valor a las distintas partes</u> (unidades de negocio) de la organización.

Incluye cuestiones de:

- cobertura geográfica
- diversidad de productos/servicios o unidades de negocio
- formas de asignar los recursos entre las distintas partes de la organización.
- las expectativas de los propietarios, los accionistas y la bolsa.
- Cartera de productos y megocios
- Amplitud de los mercados.

Pueden muy bien adoptar la forma de una declaración explicita o implicita o de la misión que refleja esas expectativas. Es la base de las demás decisiones estratégicas.

La estrategia de negocio DECISIONES SOBRE UEN (es la parte de una organización para la que existe un mercado externo
diferenciado de bienes o servicios que es distinto del de otra unidad estratégica de negocio).

Se ocupa de cómo se <u>debe competir con éxito</u> en determinados mercados <u>como se pueden ofrecer servicios públicos con mejor valor.</u>

Eute mivel infectal:

- los productos o servicios que hay que desarrollar
- en que mercado se debe estar.
- como se puede lograr una ventaja respecto a los competidores para alcanzar los objetivos de la organización.
- Comprensión de los consumidores
- 3. Las estrategias operativas DECISIONES SOBRE EL SECTOR OPERATIVO

Se ocupan de como las <u>distintas partes</u> que componen una organización <u>permiten aplicar eficazmente las estrategias de negocio y</u> de la corporación en cuanto a los recursos, los procesos y el personal.

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## **Table of Contents Jonhosn 150 Manual**

- 1. Understanding the eBook Jonhosn 150 Manual
  - The Rise of Digital Reading Jonhosn 150 Manual
  - Advantages of eBooks Over Traditional Books
- 2. Identifying Jonhosn 150 Manual
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
- 3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - $\circ\,$  Features to Look for in an Jonhosn 150 Manual
  - User-Friendly Interface
- 4. Exploring eBook Recommendations from Jonhosn 150 Manual
  - Personalized Recommendations

- Jonhosn 150 Manual User Reviews and Ratings
- o Jonhosn 150 Manual and Bestseller Lists
- 5. Accessing Jonhosn 150 Manual Free and Paid eBooks
  - o Jonhosn 150 Manual Public Domain eBooks
  - o Jonhosn 150 Manual eBook Subscription Services
  - o Jonhosn 150 Manual Budget-Friendly Options
- 6. Navigating Jonhosn 150 Manual eBook Formats
  - ∘ ePub, PDF, MOBI, and More
  - Jonhosn 150 Manual Compatibility with Devices
  - Jonhosn 150 Manual Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Jonhosn 150 Manual
  - Highlighting and Note-Taking Jonhosn 150 Manual
  - o Interactive Elements Jonhosn 150 Manual
- 8. Staying Engaged with Jonhosn 150 Manual
  - o Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Jonhosn 150 Manual
- 9. Balancing eBooks and Physical Books Jonhosn 150 Manual
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Jonhosn 150 Manual
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Jonhosn 150 Manual
  - Setting Reading Goals Jonhosn 150 Manual
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Jonhosn 150 Manual
  - Fact-Checking eBook Content of Jonhosn 150 Manual

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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