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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

GLOBAL STRATEGIC MANAGEMENT AND DIGITAL TRANSFORMATION TEACHING GUIDE 2024-2025

GENERAL DATA

Name:	GLOBAL STRATEGIC MANAGEMENT AND DIGITAL TRANSFORMATION
Code:	801512
Academic Year:	2024-25
Degree:	Master's Program in Business Administration and management
No. of credits (ECTS):	5
Location in the curriculum:	1st quarter
Department:	STRATEGIC DIRECTION AND ORGANIZATION
Department Manager:	Dr. Alfonso Bárcena
Last revision date:	July 2024
Lecturer in Charge:	PhD. Giovanna Lara PhD. Marc Sansó

1. GENERAL DESCRIPTION

The course has a dual strategic-technological focus, from which we will approach the essential concepts for modeling the current competitive environment. The central axis lies in the analysis of the profound impact of technology on the development of new business models, customer relationship models and the consolidation of new agents in the business. It has five specific objectives:

1. To present the main frameworks of strategic analysis, together with a development of the factors of competitiveness in complex environments.
2. Contextualize the importance of technology in the competitive development and growth of the organization, understanding it from a strategic point of view and a cross-cutting perspective.
3. Understand the different stages of technology development and their relationship with the successive phases of the business life cycle, adapting the strategy and operations of the company's competitive model to the requirements of each of them.
4. Analyze the current technological map, with an emphasis on the key technologies in the different time horizons and the identification of selection and investment criteria for the core technologies for each company.
5. To lay the foundations of digital business models, updating the discipline of strategic management to conceptual frameworks and models of competition in changing, global environments, imbued with technological factors.

2. OBJECTIVES

At the end of the course the student will be able to:

- To promote the assimilation of the strategic function of the company's general management.
- To train students to make business decisions in situations of risk, uncertainty and conflict of interest.
- Understand the maturity and adoption cycles of technologies, as well as the resulting business opportunities.
- To critically analyze the vulnerabilities of business models based on the new challenges posed by the dynamics of change, learning how to restructure the organization to adapt.
- Approach the concept of innovation as a model of organizational response to change processes, beyond product definition and from a strategic, multidimensional perspective that uses digital models as a lever for growth.
- To understand the strategy as the starting point for all functional policies to be developed in order to achieve the formulated strategic purpose.
- To develop the entrepreneurial spirit and creative capacity.

3. LEARNING OUTCOMES

- Leading a company's competitive and corporate strategy, from design and planning to execution.
- Distinguishing the different growth strategies of a company, including internationalization.
- Formulating entrepreneurship, intrapreneurship and new business or startup creation initiatives, applying various strategic design methodologies and tools (Lean Startup, Business Model Canvas, etc.).

- Developing organizational capabilities that drive innovation and prepare the entire company for transformation processes.

4. CONTENTS

UNIT 1: STRATEGIC MANAGEMENT AND COMPETITIVE DISRUPTION

Learning specific outcomes:

After completing the course, the student will be able to:

- Assume a strategic vision in the way of managing a business.
- Apply key competencies in managerial decision making.
- To enhance critical capacity for a correct identification of competitive variables.
- Design winning strategies that take into account the environment and the company's own capabilities.
- Detect business opportunities in changing environments, affected by technological disruption patterns.
- Relate social and economic patterns to identify new trends and opportunities.

Content:

- 1.1. Incremental and disruptive competition cycles
- 1.2. Business concept and value chain.
- 1.3. Analysis of the competitiveness of an industry: Porter's five forces.
- 1.4. Consolidation and disruption of the competitive paradigm.

UNIT 2: BUSINESS LIFE CYCLE ANALYSIS. STRATEGIC DIRECTION

Learning specific outcomes

Once the essential concepts have been assumed, the student should be able to:

- Develop and implement innovation models in corporate environments.
- Critically assess the vulnerabilities of business models in changing competitive environments.
- Understand the role of technology in the evolution and transformation of industries and businesses.

- Identify and perform a correct analysis of the competition.
- To correctly perform the strategic analysis process of an organization.
- To understand how the business model is reflected in the company's income statement, and more specifically in its revenue and cost structure.

Contents

- 2.1. Gartner Hype Cycle.
- 2.2. Impact of technologies on business. Disruption in high and low segment.
- 2.3. Competitive variables. Creation of business models.
- 2.4. Vulnerability analysis of business models.
- 2.5. Competence in global digital environments.
- 2.6. Economic-strategic analysis of a company's business model based on its income statement data: cost analysis, revenue structure and margin/return business model.
- 2.7.

UNIT 3: STRATEGIC MANAGEMENT IN DIGITAL ENVIRONMENTS

Learning specific outcomes:

Upon completion of the corresponding syllabus, the student should be able to:

- Design a strategy adapted to digital competition environments.
- Implement and manage digital business models, mainly those leveraged on multilayer platforms.
- Understand the strategy and impact of the strategy developed by large global technology companies.
- Analyze the company's strategic growth opportunities, both from an inorganic and organic perspective and from a global perspective.

Contents:

- 3.1. Creation of competitive advantages in digital environments: aggregation and intermediation models.
- 3.2. Digital platform models
- 3.3. Control metrics and indicators in platform models.

- 3.4. Analysis of digital business models: Google, Meta, Apple, Amazon, Netflix.
- 3.5. Strategic management of digital business models: monetization and asymmetric growth.

5. TEACHING AND LEARNING METHODOLOGY

Face-to-face group:

Combination of lectures and case studies. Participants in the program are expected to be actively involved in the sessions, both reactively and proactively. The resolution of the case study in groups is a central axis of the course, as it aims to collect everything learned in the reflection on a business problem, on the one hand, and to contribute to the practical development of the concept of teamwork, on the other hand.

- Master sessions: introduction and development of topics 1 to 3.
- TESLA CASE: Multidimensional analysis of the competitive strategy of a company redefining the competitive paradigm of a traditional business.
- NOKIA case: innovate or die. Analysis of incremental innovation.
- LEGO case: Lego and the digital transformation process.
- NETFLIX CASE (in class): Introduction to multi-layer platform models
- WECHAT case: digital ecosystems based on platform models. Control metrics

6. EVALUATION

In accordance with the Bologna Plan, the model rewards the constant and continuous effort of students. A 60% of the grade is obtained from the continuous evaluation of the directed activities and the remaining 40% of the grade is obtained from the final on-site exam. The final exam has two exam sessions.

The final grade of the course (NF) will be calculated from the following formula:

- **NF = Final Exam Grade x 40% + Continuous Assessment Grade x 60%.**

- Minimum grade of the final exam to calculate the NF will be 40 points out of 100.
- The course is passed with an NF equal to or higher than 50 out of 100 points.

Face-to-face group:

Type of activity	Description	% Continuous evaluation	
Deliveries:			40%
Group case study Tesla	Tesla attempt on disruption	7,5%	
Group case study Nokia	Failed adaptation to a new innovation	7,5%	
Group case study Netflix	Platforms business models	7,5%	
Lego group case study	Succesful adapatation to a disruption	7,5%	
Questionnaires:			20%
Online Tests	Tests	10	
Final exam			40%
	Final exam	100%	

7. BIBLIOGRAPHY .

6.1 BASIC BIBLIOGRAPHY

- SANSÓ, MARC, (2013): The Value Trail: How To Effectively Understand, Monitor and Deploy Successful Business Models. Ed. Ashgate-Gower

6.2 COMPLEMENTARY BIBLIOGRAPHY

- SPiCE Venture Capital (2022): Disrupting the World of the Venture Capital with Blockchain
- FENN, Jackie: Mastering the Hype Cycle (2008): How to Choose the Right Innovation at the Right Time Harvard Business Review Press (2008).