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UNIVERSITAT POLITÈCNICA  
DE CATALUNYA  
BARCELONATECH

# **TEACHING GUIDE**

# **SUBJECT: GLOBAL**

# **STRATEGIC**

# **MANAGEMENT**

# **[2022-2023]**

**“MASTERS DEGREE IN BUSINESS  
ADMINISTRATION”**

Date of preparation/update: September 2022

## GENERAL DATA

<b>Subject:</b>	<b>Global Strategic Management</b>
<b>Code:</b>	801504
<b>Course:</b>	2022-23
<b>Qualification:</b>	Master's Degree in Business Administration and Management
<b>Number of credits (ECTS):</b>	5
<b>Requirements:</b>	No prerequisites
<b>Placement in the curriculum:</b>	1st quarter
<b>Date of last revision:</b>	September 2022
<b>Responsible Professor:</b>	<b>Dr. Marc Sansó</b>

### 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. Its specific objectives are fivefold:

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

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- 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 CONTENTS

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### THEME 1: STRATEGIC MANAGEMENT AND COMPETITIVE DISRUPTION

#### Learning 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.

**TOPIC 2: BUSINESS LIFE CYCLE ANALYSIS. STRATEGIC DIRECTION**

**Learning 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.

### TOPIC 3: STRATEGIC MANAGEMENT IN DIGITAL ENVIRONMENTS

#### Learning 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.

## 4 TEACHING AND LEARNING METHODOLOGY

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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.
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- NETFLIX CASE (in class): Introduction to multi-layer platform models
- WECHAT case: digital ecosystems based on platform models. Control metrics

## 5 EVALUATION

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The final grade for the course will be obtained:

- Final exam (individual): 40%.
- Continuous Assessment Grade: Case studies in class (2, group): 60%.

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%.**
- The minimum grade of the final exam to calculate the NF will be 40 points out of 100.
- The course is approved with a NF equal to or higher than 50 points out of 100.

## 6 BIBLIOGRAPHY .

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### Basic bibliography

- SANSÓ, MARC: *The Value Trail: How To Effectively Understand, Monitor and Deploy Successful Business Models*. Ed. Ashgate-Gower
- [SPICE Venture Capital: Disrupting the World of the Venture Capital with Blockchain](#)
- FENN, Jackie: *Mastering the Hype Cycle: How to Choose the Right Innovation at the Right Time* Harvard Business Review Press (2008).

### Online Resources

Course notes: basic material, uploaded to the platform

Supplementary reference material:

Disney and Integrators Versus Aggregators	<a href="https://bit.ly/3TtE807">https://bit.ly/3TtE807</a>
Beyond Disruption	<a href="https://bit.ly/3pLasxS">https://bit.ly/3pLasxS</a>
What Clayton Christensen Got Wrong	<a href="https://bit.ly/3KmgfDo">https://bit.ly/3KmgfDo</a>
Understanding Gartner's Hype Cycle	<a href="https://gtnr.it/3QOKyVC">https://gtnr.it/3QOKyVC</a>
10 Breakthrough Technologies 2022	<a href="https://bit.ly/3wvHMws">https://bit.ly/3wvHMws</a>

**Practical contextualization resources for some cases**

	ARTICLE	LINK	DATE
<b>GLASS</b>	Google Glass and the advancement of new interfaces	<a href="http://bit.ly/1PbQjrJ">http://bit.ly/1PbQjrJ</a>	1/5/2013
	Google Glass on sale for one day: what it means	<a href="http://bit.ly/1y8n6ZL">http://bit.ly/1y8n6ZL</a>	1/4/2014
	Google Glass: the product that didn't stand the test of use	<a href="http://bit.ly/1CKbQRP">http://bit.ly/1CKbQRP</a>	1/10/2014
	The future of Google Glass will be entrepreneurial: expert	<a href="http://cnet.co/1aBi5OP">http://cnet.co/1aBi5OP</a>	1/1/2015
<b>TELEGRAM</b>	Telegram, A strong competitor for WhatsApp	<a href="http://bit.ly/1PchnHm">http://bit.ly/1PchnHm</a>	
	WhatsApp launches a web version	<a href="http://bit.ly/1xD2vXg">http://bit.ly/1xD2vXg</a>	
<b>ENCARTA</b>	Encarta, an interesting case	<a href="http://bit.ly/1aC3wdL">http://bit.ly/1aC3wdL</a>	1/4/2009
	Encarta keeps trying	<a href="http://bit.ly/2mZT4qb">http://bit.ly/2mZT4qb</a>	19/4/2008
	The sign of the times: Encyclopædia Britannica will no longer be in print	<a href="http://bit.ly/1yOYIXH">http://bit.ly/1yOYIXH</a>	
<b>NOKIA</b>	Nokia, the collapse of a giant	<a href="http://bit.ly/1xKX4Gv">http://bit.ly/1xKX4Gv</a>	13/4/2012
	Nokia sinks: Will the rescue come in time?	<a href="http://bit.ly/10ciOQp">http://bit.ly/10ciOQp</a>	18/6/2012
	Nokia remains the industry leader, albeit in the low end of the market	<a href="http://bit.ly/1OtrysA">http://bit.ly/1OtrysA</a>	23/8/2012
	The market is 'baiting' Nokia:	<a href="https://bit.ly/2pGfNHL">https://bit.ly/2pGfNHL</a>	6/9/2012
	Microsoft buys Nokia and redefines mobility	<a href="https://bit.ly/2pCVwFZ">https://bit.ly/2pCVwFZ</a>	3/9/2013
	Nokia's mobile business is now owned by Microsoft	<a href="http://bit.ly/1G63k1v">http://bit.ly/1G63k1v</a>	28/4/2014
	Nokia acquisition weighs on Microsoft	<a href="http://bit.ly/UnIXsW">http://bit.ly/UnIXsW</a>	22/7/2014
	Why Nokia and Microsoft failed in 2014	<a href="http://bit.ly/1po6j1P">http://bit.ly/1po6j1P</a>	28/12/2014
	Nokia prepares its return to the cell phone market	<a href="https://bit.ly/2m9F6DE">https://bit.ly/2m9F6DE</a>	22/4/2015
	STEPHEN ELOP, WHO ORGANIZED NOKIA'S SALE, LEAVES MICROSOFT	<a href="http://bit.ly/1NLIIdSI">http://bit.ly/1NLIIdSI</a>	17/6/2015
	New layoffs at Microsoft point to dismantling of mobile division	<a href="http://bit.ly/2amdbFo">http://bit.ly/2amdbFo</a>	29/7/2016
	NOKIA cell phones are back	<a href="http://bit.ly/1ONs32d">http://bit.ly/1ONs32d</a>	19/6/2016
	Nokia officially prepares for return to the world of smartphones	<a href="https://bit.ly/30KmGHR">https://bit.ly/30KmGHR</a>	18/10/2016
<b>TESLA</b>	Elon Musk turns Tesla into an energy company - genius or mistake?	<a href="http://bit.ly/2ek6J6l">http://bit.ly/2ek6J6l</a>	10/7/2016
	Tesla's Strategy Is Risky and Aggressive, but It Has Worked	<a href="http://bit.ly/29tSRlr">http://bit.ly/29tSRlr</a>	12/7/2016
	What Does Tesla's Tentative Move Into Car Insurance Mean For The Sector?	<a href="https://bit.ly/2iSFFRc">https://bit.ly/2iSFFRc</a>	30/8/2019

	Elon Musk unveils his 'master plan' for Tesla and the future of solar energy	<a href="http://bit.ly/2adMleU">http://bit.ly/2adMleU</a>	3/10/2016
	The Tesla Plan-Part II	<a href="http://bit.ly/2ewIPTk">http://bit.ly/2ewIPTk</a>	24/10/2016
LEGO	A classic that's still "in play": why Lego remains relevant and how it adapts to the digital world	<a href="http://bit.ly/1znjkq0">http://bit.ly/1znjkq0</a>	18/9/2006
	Lego's branding, the toy of the 20th century	<a href="http://bit.ly/1NRGSJI">http://bit.ly/1NRGSJI</a>	22/10/2007
	Lego toys beat the crisis with excellent results	<a href="http://bit.ly/1PTUkyb">http://bit.ly/1PTUkyb</a>	23/2/2009
	Death and Resurrection in Lego	<a href="http://bit.ly/1PjMFK0">http://bit.ly/1PjMFK0</a>	10/7/2013
UBER	Uber and the importance of understanding changes in scale.	<a href="http://bit.ly/2Eiusz4">http://bit.ly/2Eiusz4</a>	1/5/2016
	The myth of uberization	<a href="http://bit.ly/2rTih9p">http://bit.ly/2rTih9p</a>	21/7/2016
	The real fight between Uber and Google	<a href="https://bit.ly/2xhIkba">https://bit.ly/2xhIkba</a>	1/5/2017
	Ford Could Launch an Uber Competitor	<a href="https://bit.ly/2KVdixx">https://bit.ly/2KVdixx</a>	1/5/2017
	Where is transportation taking us?	<a href="http://bit.ly/2DOIDen">http://bit.ly/2DOIDen</a>	24/12/2017
	Volkswagen to spend \$4.05 billion to create a cloud-based operating system for its electric cars	<a href="https://bit.ly/2AxcM1c">https://bit.ly/2AxcM1c</a>	24/8/2018
	Ford and the reinvention of transportation	<a href="https://bit.ly/2TPx3rE">https://bit.ly/2TPx3rE</a>	8/11/2018
	Volkswagen to launch its carsharing service in 2019, only with electric cars	<a href="https://bit.ly/2E5bSgN">https://bit.ly/2E5bSgN</a>	23/8/2018
"Don't buy our cars", Volvo CEO raises the end of private ownership on the road.	<a href="https://bit.ly/2HckMsG">https://bit.ly/2HckMsG</a>	28/11/2018	