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UNIVERSITAT POLITÈCNICA
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GLOBAL EXECUTIVE MASTER IN BUSINESS ADMINISTRATION

TEACHING GUIDE FOR STRATEGY AND BUSINESS DEVELOPMENT [2023-24]

GENERAL DETAILS

Course name:	STRATEGY AND BUSINESS DEVELOPMENT
Academic year:	2023-24
Degree:	Global Executive Master in Business Administration
Number of credits (ECTS):	15
Date of latest revision:	May 2023
Lecturers in charge:	Enric Bayó Molina Marc Milian I Rueda Carlos Temprano Hidalgo

1. GENERAL DESCRIPTION

The Strategy and Business Development course focuses on providing students with the tools and knowledge necessary to help any organization be strategically prepared to change at the right time and in the right direction.

In today's business environment, characterized by accelerated change and a high level of uncertainty and complexity, the ability to read and understand the changes in order to define the right strategies and business models has become an essential and necessary condition to ensure the future competitiveness of any organization.

This course will explore the fundamental importance of business strategy and how its correct formulation through business models can make the difference between sustainable growth and stagnation (or even decline and disappearance).

The main tools and approaches for reading and understanding changes in the environment and their potential impact on the company, and how to integrate them to formulate and adapt the most appropriate strategy will be analyzed. From the analysis of the external environment and the understanding of the forces driving change, to the internal analysis of the organization's resources, capabilities, and competitive advantages. In addition, we will delve into the art of identifying early signs of change to anticipate emerging market trends.

It will examine how business models are the foundation on which strategy is built, enabling organizations to create, deliver and capture value.

Students will learn to use patterns to analyze, adapt and innovate business models, key actions to stay relevant in a constantly evolving business environment.

On the other hand, it will provide the most relevant aspects to correctly define the operations strategy in an integral manner, considering the supply, production, and distribution processes.

In addition, the importance of finance in the strategic process will be explored and why sound financial decisions are critical to support and execute business strategy effectively. We will explore how strategic finance, including investment evaluation, financial risk management and value creation for different stakeholders, are closely linked to the formulation and execution of business strategy. We will learn how informed financial decisions can support the growth, profitability, and sustainability of organizations.

In summary, this course aims to provide students with the necessary tools and knowledge to define the appropriate business strategy in a challenging business environment, highlighting the importance of adapting business models and understanding the financial implications in the strategic process.

2. OBJECTIVES

- Understand the importance of business strategy and business models in highly changing, uncertain, and complex environments.
- To gain an analytical perspective of the business environment to identify opportunities and threats that may impact the company.
- To understand how to conduct an internal analysis of the company's resources and capabilities (strengths and weaknesses) in order to define the best strategy and business models.
- Learning to use tools and conceptual frameworks for the analysis of different strategic options and the selection and formulation of the most appropriate strategies and business models to ensure the sustainability and competitiveness of the company.
- Understand the fundamental role of business models and finance in creating, delivering and capturing value for the enterprise.
- To understand the importance and impact of strategic operations management on the company's competitiveness.
- Evaluate and apply financial tools and techniques to evaluate strategic investments and make sound decisions that support business strategy.

3. CONTENTS

UNIT I. FUNDAMENTALS OF BUSINESS STRATEGY

UNIT II. STRATEGY DEFINITION

UNIT III. BUSINESS MODEL DESIGN

UNIT IV. FINANCIAL ANALYSIS

UNIT I. FUNDAMENTALS OF BUSINESS STRATEGY

Learning outcomes

After studying the topics in the unit and completing exercises, the student will be able to:

- Identify the main constraints that a company must overcome in order to thrive in the face of any unpredictable future.
- To distinguish the main characteristics that any company should have if it wants to remain competitive in today's uncertain and complex environment.
- Analyze the importance of business strategy in highly changing, uncertain and complex environments.
- Identify when and how to apply the main strategic tools to perform an external and internal analysis, a previous step to define the appropriate business strategy.

TOPIC 1. COMPETITIVE COMPANY

Content

1.1 Definition

1.2 Characteristics

TOPIC 2. BUSINESS STRATEGY

Content

2.1 Importance of business strategy

2.2 Strategic approaches

UNIT II. STRATEGY DEFINITION

Learning outcomes

After studying the topics in the unit and completing exercises, the student will be able to:

- To analyze the business environment to identify early signs of change and strategic opportunities.
- Identify and analyze the main market trends to visualize possible future scenarios.
- Define the corporate strategy of any company.
- To establish the business strategy of any business unit.
- Identify the main elements of the main functional strategies of a company.
- Recognize the value and importance of strategic operations management.

TOPIC 3. READING THE ENVIRONMENT

Content

- 3.1 External and internal analysis tools
- 3.2 Identification of market changes
- 3.3 Trend research

TOPIC 4. FORMULATING THE STRATEGY

Content

- 4.1 Corporate strategy
- 4.2 Competitive strategy
- 4.3. Functional strategy
 - 4.3.1. Operations Management
 - 4.3.2. Marketing Management
 - 4.3.3. Finance Management
 - 4.3.4. People Management
- 4.4 Importance of economic cycles in the strategy
- 4.5 Strategy formulation

UNIT III. BUSINESS MODELS DESIGN

Learning outcomes

After studying the topics in the unit and completing exercises, the student will be able to:

- To analyze what a business model is and its main dimensions.
- Know how to visually represent the business model of any organization with the Business Model Canvas tool.
- Distinguish the main existing business model patterns.
- Apply the different patterns to analyze the current business model of any organization.
- To know how adapt or transform the business model of any company to respond to changes in the environment.

TOPIC 5. BUSINESS MODEL

Content

5.1 What is a business model?

5.2 Business Model Canvas.

TOPIC 6. BUSINESS MODEL PATTERNS

Content

6.1 Analysis and design of business models

6.2 Business model patterns

UNIT IV. FINANCIAL ANALYSIS

Learning outcomes

After studying the topics in the unit and completing exercises, the student will be able to:

- Distinguish and analyze the key components of financial statements, such as the balance sheet, income statement and cash flow.
- Identify and evaluate relevant financial information to make informed business decisions.

- Communicate and explain the financial situation of a company, highlighting the key aspects that can influence business decisions.
- To apply tools and techniques to evaluate the solvency, liquidity and profitability of a company.
- Interpret financial ratios and use them to evaluate the company's financial performance compared to the industry or competitors.
- Apply financial analysis techniques to evaluate the operating efficiency, profitability and financial health of a company.
- Propose corrective actions or strategies to improve the company's financial situation.
- Perform financial forecasting.

TOPIC 7. FINANCIAL STATEMENTS

Content

7.1 The importance of the main financial statements.

7.2 Balance sheet vs. Income statement vs. cash flow.

TOPIC 8. FINANCIAL ANALYSIS

Content

8.1 Key financial ratios and indicators.

8.2 Strategic financial decisions.

4. TEACHING AND LEARNING METHODOLOGY

The Global Executive Master in Business Administration (GEMBA) is organized in such a way that students can acquire knowledge from different subjects, apply it in practice, and develop a proactive attitude and critical thinking towards them.

The virtual program offers a flexible and progressive curriculum that allows participants to choose their learning pace. Due to this, the teaching methodologies employed are:

LEARNING RESOURCES. This space provides the main materials for each subject, as well as other sources of information relevant to the study. While each student sets their own study pace, a suggested timeline is provided to adequately follow the assessment established for the subject.

MICRO LEARNING. Audiovisual materials that introduce, complement, or expand on key concepts in a simple and practical manner.

LEARNING CHALLENGES | LEARNING BY DOING. Learning oriented towards solving real practical cases that encourage the practical application of theoretical content covered in different blocks of each subject. The resolution of these business scenarios is presented to verify that the objectives of the subject have been achieved.

FORUM. A consultation space for students to clarify any concepts that may not have been clear during individual study or work on the subject.

DEBATES. A discussion space promoted by the faculty to comment on current topics.

MASTERCLASS. Sessions delivered in streaming format by expert professionals, aimed at delving into specific topics within the business field, applying theoretical knowledge to practical situations, and promoting learning.

5. ASSESSMENT

The Global Executive Master in Business Administration is based on a competency-based assessment model, in which the student's progress in achieving the objectives set in the master's program is evaluated. It relies on validating the knowledge acquired through tests and learning challenges.

- **TESTS.** At the end of each unit corresponding to a course, the student will demonstrate the assimilation of the contents by completing a multiple-choice test.
- **LEARNING CHALLENGES.** This involves the analysis, reflection, and resolution of real practical cases individually, contributing to business decision-making. The situations presented aim to contextualize the training activities and are based on competencies and learning outcomes to be achieved.

The final grade for each course is obtained by adding the arithmetic mean of the scores from the tests and learning challenges. The grade will be expressed, for each student, on the following scale, with the corresponding qualitative grade mention:

- 0-49: Fail
- 50-69: Pass
- 70-89: Good
- 90-100: Excellence/ Distinction

Failing a course prevents the attainment of the Master's degree; therefore, the student must re-enroll in that subject.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

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6.2. COMPLEMENTARY BIBLIOGRAPHY

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