

**COURSE DATA****DATA SUBJECT****Code:** 46783**Name:** Global strategic analysis**Cycle:** Master's Degree**ECTS Credits:** 5**Academic year:** 2026-27**STUDY (S)**

Degree	Center	Acad. year	Period
2268 - Master's Degree in International Business Management	Facultat d'Economia	1	First quarter, Second quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2268 - Master's Degree in International Business Management	Global strategic analysis	COMPULSORY

COORDINATION

SAORIN IBORRA MARIA DEL CARMEN

SUMMARY

This module deals with strategy making and execution. It addresses global business issues and deals with the question of what managers must do to make a company a winner in the global business environment. Using the case method and other approaches, the module discusses the managerial tasks involved in the processes of analysing, crafting, selecting, and executing strategies.

PREVIOUS KNOWLEDGE**RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE**

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

Students will have an undergraduate level in business or similar studies.

COMPETENCES / LEARNING OUTCOMES



2268 - Master's Degree in International Business Management

Students should apply acquired knowledge to solve problems in unfamiliar contexts within their field of study, including multidisciplinary scenarios.

DESCRIPTION OF CONTENTS

- 1. Overview of Strategy**
- 2. Strategic analysis: the environment**
- 3. Strategic analysis: strategic capability**
- 4. Expectations and strategic purpose**
- 5. Business-level strategy**
- 6. Corporate-level strategy**
- 7. Organizational Design**
- 8. Strategic Change**

WORKLOAD

PRESENCIAL ACTIVITIES



Activity	Hours
Tutorials	10,00
Theory	15,00
Classroom practices	20,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	40,00
Independent study and work	40,00
Preparation of lessons	0,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	80,00

TEACHING METHODOLOGY

The learning experience will consist of:

In-class

Lectures, where theory, models and techniques are presented and explained

Seminars, where you will discuss theories, models and techniques

Analyses of case studies, real-life industries or companies

Typically, each session will comprise a lecture followed by a student-led discussion of a case study or research article – one or two groups or individuals will be expected to give a short (10-15 minute) presentation each week on questions related to that week's case - or a theory topic.

In some cases in the initial weeks you will be expected to form groups of four to six people, in which you will prepare the analyses of cases or research articles for classroom discussion.



Case studies, which describe companies and their contexts in some depth, are a vital element in the teaching of strategic management, to give you a feel for real-life situations. The case studies reflect the complexity of those situations, so they are longer than those you may be used to, and will require a lot of preparation. Please do not avoid doing this; if you do, you will not get the full benefit from the module and you will not be ready for the assessment when it arrives.

Self-managed learning

Relevant learning material is studied individually and in groups

Case studies and/or research articles discussed individually and in groups.

One-to-one or group tutorials

To discuss assignment preparation and research

To discuss student-specific questions

Peer presentations

Case study analyses and/or critical reviews of research articles are presented in class

EVALUATION

The learning experience will consist of:

- *In-class:*

Master classes, where theoretical issues, models, and techniques are presented and explained. Seminars, where theories, models, and techniques are discussed.

Analysis of case studies, sectors, and companies.

In general, each session will consist of a master class followed by the discussion of a case study or



research article. During the first few weeks, groups of 4 to 6 people will be formed to prepare cases or research articles for discussion in the classroom.

Typically, each session will comprise a lecture followed by a student-led discussion of a case study or research article & one or two groups or individuals will be expected to give a short (10-15 minute) presentation each week on questions related to that week's case - or a theory topic.

- *Self-managed learning:*

Study of learning materials individually and in groups

Discussion of case studies and/or research articles individually and in groups

Individual tutoring

Discussion of papers and research

Discussion of student-specific issues

- *Group presentations*

Case study analyses and/or critical reviews of research articles will be presented in class

REFERENCES

Basic:

- ¿ Johnson, G.; Whittington, R.; Scholes, K.; Angwing, D. & Regner, P. (2017). Exploring strategy. Text & cases, 11th. Edition, Prentice Hall, Essex.
- ¿ Grant, R.M. (2016). Contemporary Strategy Analysis, 7th. Edition, John Wiley & Sons.
- ¿ Barney, J. (2014): Gaining and Sustaining competitive advantage, 4th edition, Prentice Hall.

Additional:

- ¿ Demirbag, M., Glaister, K. W., & Sengupta, A. (2020). Which regions matter for MNEs? The role of regional and firm level differences. Journal of World Business, 55(1), 101026.
- ¿ Duhaime, I.M, Hitt, M.A. & Lyles, M.A. (2021). Strategic Management. State of the field and its future. Oxford University Press.
- ¿ Hambrick, D. C., & Fredrickson, J. W. (2005). Are you sure you have a strategy?. Academy of Management Perspectives, 19(4), 51-62.
- ¿ Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems.



Strategic Management Journal, 39(8), 2255-2276.

¿ Lash, J. & Willington, F. (2007). Competitive advantage on a warming planet. Harvard Business Review, March, 2-10.

¿ McGahan, A.M. (2011) How Industries Evolve. In De Wit & Meyer, 2011. Ch. 10

¿ Porter, M. E. (1979). How competitive forces shape strategy, Harvard Business Review. 57, 137-145.

¿ Porter, M. E. (2008). The five competitive forces that shape strategy. Harvard Business Review, 86(1), 25-40.

¿ Porter, M. E., & Kramer, M. R. (2011). The Big Idea: Creating Shared Value. How to reinvent capitalism and unleash a wave of innovation and growth. Harvard Business Review, 89(1-2).

Verbeke, A., & Asmussen, C. G. (2016). Global, local, or regional? The locus of MNE strategies. Journal of Management Studies, 53(6), 1051-1075.