



Universidad
de Navarra

Digital Businesses
Guía docente 2026-27

PRESENTATION OF THE COURSE / INTRODUCTION + WELCOME

Digital businesses are models for creating, delivering, and capturing value in which digital technology forms the core of their value proposition, operations and customer relationships. Beyond simply selling products or services online, these models redefine how value is generated, how the market is engaged, and how impact is scaled, all while leveraging the internet, data, platforms, and automation.

Given the complexity and risks inherent in these models, this course takes a unique approach. It begins with an introductory phase that lays the groundwork for these models (what they are, what sets them apart, and how they generate value). This foundation serves a strategic purpose: to prepare students for a paradigm shift: the subsequent forensic analysis of business failures in digital companies. Far from reviewing 'recipes for success' distorted by survivorship bias (the tendency to focus only on successful cases, ignoring failures), the program focuses on understanding why these companies, despite their structural advantages, suffer from systematic risks inherent to their nature. Situations that, without proper diagnosis, planning, and execution, often form the basis of the most common causes of business failure.

To this end, the course uses the metaphor of a Business Intensive Care Unit (BICU), because digital businesses, like critically ill patients, require urgent and systematic analysis. Under this approach, students take on the role of forensic strategists: instead of analyzing success stories, they perform 'autopsies' on digital businesses that have collapsed or are in danger. Following a 'clinical-forensic' protocol (triage, diagnosis, intervention, and prevention), they learn to identify, neutralize, and avoid the factors that typically doom these projects.

ECTS: 3

Course and semester: 2nd Course / 2nd Semester

Type: OP perfil

Professor: Prof. Amin Matuk Safi

Room and Class schedule: Aula 13 – Wednesday from 3:00pm – 17:00pm

Language: English

Type of content: Módulo 7. Optativas / Materia 7.2. Optativas Específicas

Name: Digital Business

RESULTADOS DE APRENDIZAJE (Competencias)

SSOP7: Analyze current trends in the design of business objectives and/or strategies.

SSOP8: Develop objectives, strategies, and/or projects in the areas of production, logistics, and marketing.



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SSOP9: Identify emerging trends in the areas of marketing, operations, and/or business models.

SSOP10: Develop case studies that describe a company's strategy and the key factors in its competitiveness.

SSOP11: Master project management and process analysis methodologies as essential tools for decision-making within a company.

PROGRAM

Each of the five different dimensions of failure is addressed in alternating theoretical and practical sessions where students “revive” digital businesses in crisis:

- Business ecosystem
- Analysis and mitigation tools
- Disconnection from the market – Cause 1 of failure
- Unsustainable business model – Cause 2 of failure
- Leadership, Team, and Culture Failures – Cause 3 of failure
- Overtaken by competitors / disruption - Cause 4 of failure
- Poor timing and strategic rigidity - Cause 5 of failure
- Final Assessment – Epicrisis

ACTIVIDADES FORMATIVAS

This course is based on the metaphor of a Business Intensive Care Unit (BICU). Your role is that of a Business Forensic Strategist. The activities are structured around the diagnosis, intervention, and discharge of “patient” companies.

The methodology includes theoretical sessions (introduction to new forensic tools and frameworks), practical sessions (applying tools to real-world cases of business failure), group work (students work in teams to present diagnoses and solutions while randomly facing stressors/shocks that test the robustness of their strategic proposals), and a final report and presentation (defending their proposals before the “medical board” responsible for discharge).

EVALUACIÓN

CONVOCATORIA ORDINARIA

The above mentioned learning outcomes are assessed using the following criteria:

- Individual participation: 30%
- Group participation: 30%
- Final exam: 40%

CONVOCATORIA EXTRAORDINARIA



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- **The extraordinary exam typically follows a similar structure as the standard exam.**

Students who:

1) ... did not write the standard exam, but the extraordinary exam, will be evaluated following the standard proceeding.

2) ... write the extraordinary exam because they want to improve their grade, will be evaluated following the standard proceeding. Note: If the extraordinary exam turns out to have a worse grade than the one in the standard exam, the grade from the extraordinary exam is the one that counts.

In general, this course adheres to the general rules and guidelines established by the faculty / university.

OFFICE HOURS / TUTOR SESSIONS

Soon to be announced

BIBLIOGRAPHY

Basic

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Additional

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