



INTRODUCTION

Course description

The purpose of the course is to acquire practical skills on strategy analysis, formulation implementation of a selected strategy, and to develop the ability to make well-founded judgments about business situations and strategic decisions.

Business Analysis is the follow up of *Strategy*, taught in the first semester of the academic year, in which the theoretical concepts and the knowledge of the needed tools have been presented. Nevertheless, key concepts and tools are reviewed at the beginning of each session, as a reminder and for those who have not taken the latter.

Conceived as a bridge between the end of the student's academic stage and the beginning of their career path, the subject aims to improve necessary professional skills such as resolution of non-operational problems, analysis of relevant and reliable information, teamwork and decision making.

The three levels of individual competencies –knowledge, skills and attitudes– are developed in a practical way, through the resolution of case studies, with the ultimate goal of the student's growth as a professional who will have the responsibility of achieve goals while managing people.

- **Degrees:** ADE-General Management and Strategy, ADE-Innovation and Entrepreneurship and ADE (b) + Derecho
- **Module / Subject:** 2. Business Management / 2.1. Strategic Management
- **ECTS:** 3
- **Year / Semester:** 4th year ADE and 5th year ADE + Derecho / 2nd semester
- **Type of course:** Mandatory
- **Previous requirements:** Basic knowledge on Business Administration and Strategy
- **Language:** English
- **Room:** Room 4 Arquitectura Building
- **Time:** Mon. 5.15pm to 6.45pm. You can check the complete School of Economics Course Schedules [here](#)
- **Professor:** Jose E. Arizón MSc CEng; PhD BA

COMPETENCIES (ECO)

Basic Competencies

BC2: Students can apply their knowledge to their work or vocation in a professional way and have the competences usually demonstrated through the elaboration and defense of arguments and problem-solving within their field of study.



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BC4: Students can communicate information, ideas, problems, and solutions to both specialist and non-specialist audiences. CB5: Students must develop the learning skills required to undertake subsequent studies with a high level of independence.

Specific Competencies

CE2: Understand the fundamental concepts and methods of Accounting and use this information for decision-making.

CE4: Understand the ethical dimension of professional practice in economics and/or business

CE6: Critically apply computer applications in the quantitative and/or qualitative analysis of economic and/or business issues

CE8: Apply economic logic and/or econometric techniques to specific areas of economics

CE9: Understand the historical evolution of the economy

CE13: Understand how state revenues and expenditures are structured

PROGRAM

1. Introduction
2. Strategy Implementation
 - 2.1. Strategy Evaluation, Selection, and Implementation
 - 2.2. Organizational Structure. Corporate Culture
 - 2.3. Strategic Planning and Control
3. Leadership
 - 3.2. Stakeholders
 - 3.1. Personal Growth: From the Inside Out
 - 3.3. Decision-Making
 - 3.4. Teamwork

EDUCATIONAL ACTIVITIES

Class preparation

Students must prepare in advance the class sessions, reading the case studies and the additional resources provided by the teacher, and answering the case study questions.

Classroom sessions



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To get the most out of this 3-credit course, the professor does not provide lectures in class, instead the concepts must be studied in advance by the students. It is strongly recommended that they prepare the sessions by reading the *Business Analysis Primer* and other resources available at ADI.

In class the teacher refreshes the key concepts and tools of each chapter, and the students present and defend in front of their peers their resolution and specific proposals for each case studie. An important part of the student's acquirement consists of learning from their classmates' ideas and arguments.

Time distribution

The time the student is expected to dedicate to the different activities of the course, for its best use, is 75 hours, distributed approximately as follows:

Classroom sessions: 30 hours

Preparation of the topics and cases, and subsequent personal study: 45 hours

Total: 75 hours of student work

ASSESSMENT

Ordinary Call (May)

Ongoing Assessment and Participation (60%)

Weekly assignments and exercises, and active class participation.

Final exam (40%)

The final exam, which is mandatory, will consist of the resolution of a case study, similar to those developed throughout the course.

Students with special needs for the final exam -officially approved by the School- must inform the teacher one week in advance.

Course Grade

The final course grade will be calculated as the weighted average of the ongoing assessment (60%) and the final exam (40%) marks.

In order to pass the course, students must obtain a minimum mark of 5/10 on the final exam. Otherwise, their final course grade will be that of the final exam.

Extraordinary Call (June)

The evaluation method for the extraordinary call will be the same as for the ordinary call, with the exception that if a student's final exam mark is higher than the weighted average of the ongoing assessment mark (60%) and the final exam mark (40%), the student's final course grade will be that of the final exam.

Academic Integrity



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The University of Navarra promotes cultured coexistence based on the values of freedom, equality, respect, diversity, pluralism, co-responsibility, and the peaceful resolution of conflicts. To this end, the *System of Rules on Coexistence at the University of Navarra* applies to all students. You can access the full text (in Spanish) [here](#).

OFFICE HOURS

Jose E. Arizón

Office 2300 Amigos Building (2nd floor)

Office hours: Mon & Tue 4pm - 5pm

Please request an appointment in advance: jarizon@unav.es

BIBLIOGRAPHY AND RESOURCES

Mandatory

- *Business Analysis Primer*. J.E. Arizón 2024
- Technical Notes and Articles provided in ADI

Recommended

- *Strategic Management. Concepts and Cases*. Fred R. David. 18th Ed. Prentice Hall 2022
- *The Case Study Handbook*. W. Ellet. Harvard Business School Press 2018
- Online Resources