



Universidad
de Navarra

Business Analysis A
Teaching guide 2025-26

INTRODUCTION

Course description

The purpose of the course is for students to acquire practical skills on strategy analysis, formulation implementation of a selected strategy, as well as 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.

Conceived as a bridge between the end of the academic learning phase and the beginning of the professional career, the subject aims for students to develop the following skills: 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 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 (ADE)

Basic Competencies

CB5: Students must develop the learning skills required to undertake subsequent studies with a high level of independence.

General Competencies

CG2: To identify, integrate and use the knowledge acquired to argue, discuss and solve relevant problems in economics and/or business.



Universidad
de Navarra

Specific Competencies

CE3: To be familiar with the theoretical and practical aspects of a company, its organizational structure and/or the relationship between its parts.

CE18: To make judgments on business situations and/or decisions based on economic criteria

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

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

In classroom sessions, led by the teacher, students present and defend in front of their peers their proposals for solving the case studies. An important part of the student's acquirement consists of learning from the ideas and arguments of the classmates.

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:



Universidad
de Navarra

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.

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.

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

Basic Bibliography

- *Business Analysis Primer*. J.E. Arizón 2024
- *The Case Study Handbook*. W. Ellet. Harvard Business School Press 2018.



Universidad
de Navarra

Recommended readings

- *Strategic Management. Concepts and Cases*. Fred R. David. 13th Ed. Prentice Hall 2011
- *HBR'S 10 Must Reads on Strategy*. Harvard Business Review Press 2011.
- *HBR'S 10 Must Reads on Strategy (2)*. Harvard Business Review Press 2020.

Other Resources

Class notes, Articles, Technical Notes and other references provided by the professor