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de Navarra

***Business Analysis\_20***  
*Teaching guide 2023-24*

## INTRODUCTION

### Course description

The purpose of the course is for students to acquire -from the point of view of a company manager- knowledge of the theoretical-practical aspects of the firm, its organizational structure and the implementation of a selected strategy, as well as the ability to make well-founded judgments about situations and business decisions.

*Business Analysis* is the follow up of *Strategy*, taught in the first semester of the course. While the latter is based on theoretical concepts and economics as the keys to the analysis and formulation of the best strategy, the former focuses on management as the essential element for the implementation of the selected strategy

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 practical cases and non-operational problems, ability to analyze relevant and reliable information, teamwork and decision making.

The three levels of competencies -knowledge, skills and attitudes- are developed in an eminently practical way, supported by the analysis of case studies, examples of business situations from real companies and conferences by experts.

- **Degree:** Business Administration and Management
- **Module / Subject:** Business Management / Strategic Management
- **ECTS:** 3
- **Year / Semester:** 4th year / 2nd semester
- **Type of course:** Mandatory
- **Previous requirements:** No
- **Language:** English
- **Room / Time:** Room 10 Amigos Building / Tue. 5.30pm to 7pm
- **Professor:** Jose E. Arizón PhD

## COMPETENCIES

### Basic Competencies

Students must demonstrate that they possess and understand knowledge in an area of study based on a general secondary school education whose content often comes from advanced textbooks, but also includes cutting-edge knowledge in this field of study.

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

### General Competencies

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

To analyse the process of defining and implementing goals and/or strategies in the company.



Universidad  
de Navarra

### **Specific Competencies**

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

To understand the concept of strategy in the context of a company.

To be familiar with the processes of implementing company strategies.

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

To be familiar with the design of organizational structures.

To be familiar with the relevance of process analysis in company operations.

### **Learning Outcomes**

The student must demonstrate that has achieved the academic competencies and the personal and professional development objectives of the subject through individual activities and the final exam.

## **PROGRAM**

1. The Nature of Strategic Management
2. The External Assessment
3. The Internal Assessment
4. Strategic Choice
5. Business Configuration for Strategy Implementation
6. Strategy Review, Evaluation and Control

## **EDUCATIONAL ACTIVITIES**

### **Lectures**

The sessions of the even weeks are used in the presentation by the teacher of the theoretical topics that make up the subject program, in order to develop the skills related to knowledge.

Lectures are supported by selected resources from the main bibliography, as well as articles and other reference documents, which are available for students before each session.

### **Practice sessions**

In order to consolidate the theoretical knowledge acquired and to develop the course objectives, during odd weeks students carry out practical work in class, such as exercises and case study discussions, applying the topics covered in the previous lecture.

### **Other activities**

These include both the work prior to the classroom sessions -by preparing the topics and cases, and reading the complementary bibliography proposed by the teacher- as well as the after work, by carrying out different activities and studying the subject.



Universidad  
de Navarra

### 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:

Lectures: 15 hours

Practice sessions: 15 hours

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

Total: 75 hours of student work

## ASSESSMENT

### ORDINARY CALL (May)

The course final grade will be calculated as follows:

#### Ongoing Assessment (60%)

Active class participation, and weekly assignments and exercises.

#### Final exam (40%)

The exam, which is mandatory to pass the course, will consist of a few short essay questions (close book) and the resolution of a case study (open book).

A minimum 5/10 final exam mark is mandatory to pass the course.

### EXTRAORDINARY CALL (June)

The extraordinary call assessment system will be the same as in the ordinary call. The ongoing assessment mark will not harm the student's right to obtain the highest possible grade.

## OFFICE HOURS

Jose E. Arizón

- Office 2300 Amigos Building (2nd floor)
- Office hours: Mon, Tue & Thu from 4pm to 5 pm
- Please request an appointment in advance: [jarizon@unav.es](mailto:jarizon@unav.es)

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

- *Strategic Management. Concepts and Cases*. Fred R. David. 13th Ed. Prentice Hall 2011

### Recommended Books

- *The Case Study Handbook*. W. Ellet. Harvard Business School Press 2018.
- *Thinking Strategically*. Harvard Business Review Press 2019.



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- *Crafting & Executing Strategy. The Quest for Competitive Advantage.* A. Thomson, M. Peteraf, J. Gamble and A. Strickland. McGraw Hill 2019.

#### **Recommended Articles**

- *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