



Universidad
de Navarra

Business Cases Analysis I
Teaching guide 2026-27

BUSINESS CASES ANALYSIS I

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PRESENTATION

Introduction and learning objectives

In life, as in business, we are confronted with a wide array of problems and situations that require us to act. Some problems are relatively simple or structured. In simple problems, a formula can be followed and repeated with relatively little expertise and is expected to produce standard results (Glouberman & Zimmerman, 2002).

In business, however, most problems are not that easy. They often involve economic, technical, and human issues and can be quite complex and unstructured. They do not have a unique, "correct" solution. Similar solutions in different contexts may produce very different results. Also, the presence of risk and uncertainty often plays a key role in any decision. Solving such unstructured and complex problems is much of what managers do, and the ability to solve them is often what sets great managers apart from the rest.

Aiming to prepare you to become a better manager and crack complex problems, the main objectives of the course are to develop your skillst:

1. Understanding what and how cognitive biases may affect and distort the way we interpret, define, and address complex problems.
2. Identifying and defining the right problem.
3. Structuring the problem to understand its underlying causes.
4. Testing the hypotheses or examining the issues to propose sound solutions to the problem.
5. Presenting and selling the solution.

- **Program:** Bachelor in Business Administration (BBA)
- **Module/Subject:** 7. Elective/ 7.2. Program specific elective
- **ECTS:** 3
- **Year/ Semester:** 2nd year, Fall Semester
- **Type of Course:** Required
 - **Language:** English
- **Professor:** María Galarza
- **Course schedule:** Wednesday, 17:00-18:30, Amigos Building P0-Aula10
- **Office:** Edificio amigos Torre 3060
- **Office hours by appointment,** sending email.

LEARNING OUTCOMES (Competencies)

This course will provide students with an opportunity to develop the following BBA competencies:



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

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

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

SSOP10: Develop practical cases that describe the strategy of a company and the key factors in the competitiveness of companies.

SSOP11: Develop practical cases that describe the strategy of a company and the key factors in the competitiveness of companies.

PROGRAM

1. Introduction to case analysis
2. Case Competition 1 - Diagnosis
3. Stating the Problem
4. Structuring the Problem: Pyramids and trees
5. Structuring the Problem: Analytical Frameworks
6. Solving the Problem
7. Selling the Solution
8. Case Competition 2 – Assurance of Learning

FORMATIVE ACTIVITIES

Individual work: 15 hours

Teamwork: 30 hours

Discussion in class: 30 hours

ASSESSMENT

ORDINARY CALL

The final grading scale is composed of the following grades:

5.1 Quizzes (Individual) - 40%

5.2 Case Reports (Prepared in teams) - 30%

5.3 Case Competition 2 (Teams-Individual) - 30%

EXTRAORDINARY CALL

Extraordinary Exam: 100%

This percentage will be applied to an exam of theoretical and practical content.

OFFICE HOURS

Instructor: Professor María Galarza



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- Office: Amigos´building, Torre, 3rd. floor
- Office hours on Tuesday. Appointments by email.

BIBLIOGRAPHY

Textbook:

Garrette, B., Phelps, C., Sibony, O. (2018). Cracked it! How to solve big problems and sell solutions like top strategy consultants. Palgrave Macmillan, UK. [Recurso electrónico](#)

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