



Universidad
de Navarra

Business Cases Analysis II_20 (F. Económicas)

Teaching guide 2023-24

INTRODUCTION

The objective of this course is to provide the student with a thorough understanding of how to analyze business cases, and how to present their analysis effectively. Emphasis will be placed on the oral presentation of case analysis and recommendations. Students will participate in a time-limited case preparation and presentation format.

The aim of the course is to develop student's skills in solving case studies from real business in teams and improve their presentation skills. This course will give the students fundamental knowledge, skills, and practice in preparing and presenting case studies for classes and the real world (and possibly case competitions). This course will explore ways that can better prepare the students for case studies including professor coaching, preparation and presentation feedback, debating, persuasive communications, and cross-discipline work. Students will acquire presentation, leadership, team building, analytical, and logical thinking skills. Participation and attendance are essential for this course to be a success. Learning from others and providing feedback are crucial learning elements. Participation does not simply mean "speaking". Quality, as opposed to quantity, has to be stressed here. Contributing valuable insights and experiences, providing direct feedback, making strong recommendations, and asking high-gain questions all constitute high-quality participation.

Business Case Analysis is a comprehensive course that delves into essential concepts and analytical techniques aimed at creating a sustainable advantage in highly competitive environments. The course focuses on the perspective of top-level managers who bear ultimate responsibility for their firm's overall performance or a specific business unit within the organization. These managers must possess a profound understanding of the factors driving the firm's present performance and be capable of identifying potential changes—internal or external—that may adversely impact future performance or present opportunities for improvement.

Managers must leverage the firm's resources to develop and implement effective strategies to thrive in a new environment. These strategies must delineate the scope of the firm's activities, articulate the underlying logic that drives enhanced performance through these activities, and highlight the unique strengths that set the firm apart from its competitors. Acquiring a robust grasp of strategic principles is not only crucial for top managers, but also holds significant value for external consultants, auditors, financial analysts, and bankers who are involved in evaluating and assessing the worth of other companies.

Course description:

- **Degree:** Business
- **Module in the Degree Program**
- **ECTS:** 3 ECTS
- **Year:** Second, second semester
- **Type of course:** Required
- **Instructors:** Jose Luis de Cea-Naharro
- **Language:** English
- **Department:** Business. School of Economics and Business.
- **Lecture schedule:** Tuesdays from 8 to 10 am (room 12, "Amigos" building), and Fridays from 8 to 10 am (room 4, "FCOM" building)
- This is an intensive course in 6 weeks, from March 5 to April 26



COMPETENCIES

The content and coursework in Business Case Analysis are structured to achieve the following learning objectives:

- Develop proficiency in business strategy concepts, tools, and frameworks.
- Develop data-gathering and analytical skills to identify strategic problems and opportunities.
- Develop leadership and interpersonal skills as a team member.
- Develop integrative thinking about the concepts learned in other courses.
- Develop teamwork skills.
- Develop critical thinking.
- Develop problem-solving skills.
- Learn how to provide meaningful feedback.

GRADE COMPETENCES

- **CEOP7:** Analizar las tendencias actuales en el diseño de objetivos y/o estrategias en la empresa
- **CEOP8:** Desarrollar objetivos, estrategias y/o proyectos en le ámbito de la producción, logística y marketing
- **CEOP9:** Identificar las nuevas tendencias en el ámbito del marketing, operaciones y/o modelos de negocios
- **CEOP10:** Desarrollar casos prácticos que describan la estrategia de una empresa y los factores claves en la competitividad de las empresas

PROGRAM

DATE	TOPIC
March 5	Introduction
March 8	Case Competition
March 12	Case Discussion
March 15	Case Competition
March 22	Case Competition
April 9	Case Discussion



April 12	Case Competition
April 16	Case Discussion
April 19	Case Competition
April 23	Case Discussion
April 26	Case Competition

EDUCATIONAL ACTIVITIES

1 Case competitions

Students will be grouped in teams, Each team will make 3 in-class presentations of cases. They will be expected, on the honor system, to spend no more than 3 hours preparing a powerpoint presentation of the assigned case, and make a 10-minute presentation to the rest of the class.

These presentations will last 10 minutes and will be evaluated according to:

- Comprehensiveness
- Straight-to-the point contribution
- Appropriate use of theoretical frameworks and concepts
- Logical, clear, and engaging presentation style

Other students will be assigned as judges for each session, and they will have the primer responsibility for rebuttal of each case, along with the instructor.

Everybody is expected to have read all the assigned cases prior to class so that everyone is capable of making a positive contribution.

2 Feedback

For each presentation rotation, students not presenting will act as judges. The participation as judges will be evaluated by the professor according to the quality of the questions made by the students, and the feedback provided to the presenting teams. Students will submit their "**Presentation Feedback Sheet**" after each case they judge.

3 Peer evaluation



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Peer evaluation of your effort by group members will influence your individual grades on the final presentation. The grade will then be adjusted based on the peer evaluation of each group member's efforts and contributions. For the peer evaluation, each student will be asked to distribute 100 points among the group members (including yourself) and provide specific comments on each member's efforts and contributions.

4 Case study discussions

Case studies offer the opportunity to apply the concepts learned in other courses and further develop the ability to think about strategic decisions. How much is learned from these cases will depend on the student's prior preparation outside the class and active class participation.

Therefore, students are responsible for being fully prepared for each class. Everyone is expected to participate affectively in each class to comment, question, and analyze the problem under consideration with the principles of strategy and the frameworks that capture them.

ASSESSMENT

ORDINARY CALL

- Case Competition Presentation: 4 points (1.33 points x 3 presentations)
- Peer Review: 1 point (0.33 points x 3 peer reviews)
- Judge Feedback: 1 point (0.33 points x 3 feedbacks)
- Case report and attendance to case discussions: 2 points (0.5 points x 4 reports)
- Case discussion: 2 points (0.5 points x 4 discussions)

Criteria to pass the course

- Students whose final grade is 5 points or more will pass the course.
- Students whose final grade is below 5 points will not pass the course and will be graded as *Suspenso*.

EXTRAORDINARY CALL

For those who do not pass the course in May or did not take the exam (grades *Suspenso* or *No presentado*) there will be a retake exam in June. Students will have to analyze a case individually and submit a Power Point with their analysis and proposal, similar to the ones during the semester, along with a report of three of the suggested readings applied to two of the cases discussed during the semester.

OFFICE HOURS

José Luis de Cea-Naharro

jlcea@unav.es



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Please send an email to schedule a meeting.

BIBLIOGRAPHY AND RESOURCES

[Thanks for the feedback : the science and art of receiving feedback well \(even when it is off base, unfair, poorly delivered, and frankly, you're not in the mood\)](#)

Stone, Douglas, author New York : Penguin Books; 2015

[Cracked it! How to solve big problems and sell solutions like top strategy consultants](#)

Garrette, Bernard. author.

Bulletproof Problem Solving: the one skill that changes everything. Charles Conn and Robert McLean. Published by John Wiley & Sons, Inc.

[Beyond bullet points : using Microsoft PowerPoint to create presentations that inform, motivate and inspire](#)

Atkinson, Cliff

[Slide:ology : the art and science of creating great presentations](#)

Duarte, Nancy

In the Line of Fire – How to Handle Tough Questions When It Counts. Weissman, Jerry.
Pearson Prentice Hall.

TED Talks: The Official TED Guide to Public Speaking. Anderson, Houghton ISBN:;
0544664361 or 9780544664364

The Minto Pyramid Principle: Logic in Thinking, Writing & Problem-solving. Minto, Barbara.

Six Thinking Hats. Bono, Edward.

Teach Yourself to Think. Bono, Edward.

Lateral Thinking. Bono, Edward

Case in Point. Cosentino, Marc. Burgee Press. 2013

Flawless Consulting. Block, Peter