



Universidad
de Navarra

Business Policy
Guía docente 2024-25

PRESENTACIÓN

Breve descripción: Business Policy introduces concepts and analytical techniques for creating a sustainable advantage in difficult competitive environments.

The perspective adopted for this course is that of the top manager who has overall responsibility for the performance of the firm or of a business unit within the firm.

Such a manager needs to understand the basis for the current performance of the firm and to identify those changes (inside or outside the firm) that are most likely to affect future performance adversely or that provide opportunities for the firm to improve its performance.

The manager must then use the firm's resources to formulate and implement strategies to compete successfully in its new environment.

The strategy must define the scope of the firm's activities, the logic through which the activities result in better performance, and what it is about the firm that allows it to carry out those activities better than its competitors. Having a solid understanding of strategy is not only vital for top managers, but is also important for external consultants, auditors, financial analysts, and bankers in evaluating and valuing other firms.

The content and coursework in BUSINESS POLICY 224 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 BUSINESS POLICY 224 and other courses

- **Titulación:** 4th ADE-b; 5th ADE-LAW-b
- **Módulo/Materia:** Management
- **ECTS:**6
- **Curso, semestre:** Spring 2024
- **Carácter:**Compulsory
- **Profesorado:** Alvaro Bañón
- **Idioma:** English
- **Aula, Horario:** Classes will take place:
 - Tuesdays 10:00-12:00 Classroom M2 Amigos Building
 - Thursdays 12:00-14:00 Classroom 10 Amigos Building

COMPETENCIAS



Program learning objectives	Course's learning objectives
<i>GC1. To be familiar with different areas of the theory and/or application of economic analysis.</i>	1, 2, 3
<i>GC6. To be familiar with the different contexts in which their work is carried out: the circumstances, markets and historical, legal, or human context.</i>	1, 2, 3, 4,
<i>GC4. To use independent critical reasoning on relevant topics in economics and business.</i> <i>SC12. To provide a well-argued critical defense of one's own ideas on economic and /or business topics.</i>	4,

PROGRAMA

- 1.-Overview of Strategic Management
 - Chapter 1 The Nature of Strategic Management
- 2.- Strategy Formulation
 - Chapter 2 The Business Vision and Mission
 - Chapter 3 The External Assessment
 - Chapter 4 The Internal Assessment
 - Chapter 5 Strategies in Action
 - Chapter 6 Strategy Analysis and Choice
- 3.Strategy Implementation
 - Chapter 7 Implementing Strategies: Management and Operations Issues
 - Chapter 8 Implementing Strategies: Marketing, Finance/ Accounting, R&D, and MIS Issues
- 4.-Strategy Evaluation
 - Chapter 9 Strategy Review, Evaluation, and Control
- 5.-Key Strategic-Management Topics
 - Chapter 10 Business Ethics/Social Responsibility/ Environmental Sustainability
 - Chapter 11 Global/International Issues 3
- 6.-Strategic-Management Case Analysis
 - How to Prepare and Present a Case Analysis

ACTIVIDADES FORMATIVAS

Classroom Conduct:



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- Arrive on time, ready to begin, and minimize disruptions throughout the session. **Nobody will be allowed to enter into the classroom once the session has started.**
- Display a name tent if appropriate or requested.
- Turn off and put away your phone. If you must keep a phone on by reason of a personal emergency, you should inform the instructor before class begins.
- **Do not use your laptop or tablet unless for educational purposes as permitted by the instructor.**

Preparation and Interaction:

- Be prepared to engage fully in each session through the completion of required work before the session, and your focused attention and active involvement during the session.
- Respect the classroom as an inclusive learning environment where diverse points of view and experiences can be shared to facilitate everyone's learning.
- Maintain the privacy and intellectual property of everyone in the class by, for example, not sharing recorded images or audio of student or instructor interactions, or course content

ACTIVIDADES

- To capture the pragmatic but complex nature of the top manager's job, this course is taught through the case method.
- Business Policy 2024 develops theoretical and conceptual frameworks for strategic management and dedicates itself to apply these frameworks to simulated and real-world situations.
- These theories and frameworks are designed to help us better understand and analyze managerial problems and opportunities and to develop solutions to deal with these situations.
- This case-based approach will require students to not only become familiar with the details of the frameworks but learn about many industries.
- The analysis and discussion of different industry and company situations is the primary class activity. Preparation of the cases and active participation in the discussion are paramount to your learning experience in Business Policy 2024

EVALUACIÓN

CONVOCATORIA ORDINARIA

- Students that, during the semester have achieved a grade in participation and Cases of 7.5 or above will not have to take the final exam.
 - Participation: 20%
 - Cases: 50%
 - Final exam: 30%

CONVOCATORIA EXTRAORDINARIA



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- Participation 20%
- Final exam: 80%

HORARIOS DE ATENCIÓN

D. Alvaro Banon

- Despacho 2300 Edificio Amigos. Planta 2
- Horario de tutoría: Mondays 8:30-10:30

BIBLIOGRAFÍA

Textbook

Besanko, D., Dranove, D., Shanley, M., Schaefer, S. "Economics of Strategy," 6th Edition (2013) or 7th Edition (2017), John Wiley & Sons: New York. [BDSS] [Find it in the library..](#)