Universidad de Navarra

Principles of Business Administration B

Teaching guide 2026-27

PRESENTATION OF THE COURSE / INTROUCTION + WELCOME

It is a pleasure to have you in this course. I am looking forward to get to know you personally, and I hope that this introduction to Business Administration (2026/2027) will be of interest to you. To assure a smooth running of the course, please pay attention to any news and contents here on this website (ADI). I will frequently publish new content here and use this online platform to communicate any news. So, please stay tuned.

Breve descripción de la asignatura / Short description: This course's purpose is to facilitate the development of analytical and critical awareness; especially in relation to business settings. The course is designed in such a way that students start to understand how to formulate, implement and evaluate organisational strategies. Thus, it means to offer students a firm academic base and provide conceptual tools for the effective functioning of the business organization. The course takes into account that it represents the first time that the student encounters topics related to business and management and is, therefore, specifically developed for Bachelor students who desire a first qualification in business studies. Hence, the course takes a more academic than practical approach and focuses on three main areas: a) The development of strategic and critical thought. b) The analysis and implementation of strategy. c) The role of the 'human' factor in strategic management.

Even though the course will not rely on any prior managerial experience on part of the students, it will still contain a clear experiential learning component. Students are expected to hand in a strategic analysis of a company towards the end of the course. This assignment will foster the students' development of strategic awareness and analysis in a practical way.

Carácter / Type: Básica / Basic (B)

ECTS: 6

Curso y semestre / Course and semester: Curso académico 2026/2027**;** Primer curso, segundo semestre / Academic Course 2026/2027; First course, second semester

Duración / Duration: 1 semestre / 1 semester

Idioma / Language: Inglés / English

Título / Name: Principles of Business Administration

Facultad / Faculty: Facultad de Economicas y Empresariales / Faculty of Economics and Business Administration

Módulo y materia de la asignatura / Module / Type of content: **ADE**: II. Organización de Empresa (Business Organization) / II. 1. Gestión Estratégica (Strategic Management); **ECO**: II. Economia y Empresa (Economics and the Business Firm) / II. 1. Economia y Empresa (Economics and the Business Firm)

Profesor responsable de la asignatura / Responsible professor: Prof. Dr. Marcel Meyer

Profesores / Professors: Prof. Íñigo Porrres (***email:*** iporresgar@external.unav.es / ***website:*** soon to be announced)

Horario / Timetable: (webUntis)

Aula / Room: (webUntis)

LEARNING OUTCOMES (Competencies)

ADE

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. **(BC1)**

To analyse the process of defining and implementing goals and/or strategies in the company. **(GC7)**

To be familiar with the theoretical and practical aspects of a company, its organizational structure and/or the relationship between its parts. **(SC3)**

To understand the concept of strategy in the context of a company. **(SC4)**

To be familiar with the design of organizational structures. **(SC23)**

ECO

Students have demonstrated knowledge and understanding in a field of study that builds on general secondary education, and is typically at a level that, while supported by advanced textbooks, also includes some aspects involving knowledge from the forefront of their field of study. **(BC1)**

Students must develop the learning skills required to undertake subsequent studies with a high level of independence. **(BC5)**

To apply economic logic to specific areas of the company. **(SC12)**

PROGRAM

Introduction

Topic 1: The Business Firm.

Topic 2: The Concept of Strategy.

Part 1: Inside the business: Internal analysis:

Topic 3: Goals, Values, Ideas and Performance.

Topic 4: Analysing Resources and Capabilities.

Topic 5: Organization Structure.

Topic 6: The multi-business corporation.

Topic 7: Processes

Part 2: Oral Presentations (2 classes)

Part 3: The environment: External analysis:

Topic 8: Industry Evolution.

Topic 9: Industry Analysis: The Fundamentals.

Part 4: The human factor: Going above and beyond

Topic 10: Leadership & Motivation & Communication.

In between sessions: To give students early feedback on their written assignments, the course program includes four sessions for students to work in groups on their strategic analysis in predetermined spaces (seminarios). (4 classes)

EDUCATIONAL ACTIVITIES

Apart from offering an **extensive theoretical part** (in the classroom), this course also includes purely online classroom activities, structured group learning exercises, unstructured (but guided) individual learning experiences, and self-study. In detail, this course includes two online courses offered by Harvard Business Publishing Education (Harvard Manage Mentor), a multimedia case study, a project week (group work, company analysis), online presentations and an extensive written assignment (group work). Some classes are streamed through zoom such as the case study discussion.

On successful completion of the course students will be able to:

1. Analyse an organisational situation.
2. Identify key strategic issues in organizations.
3. Develop and evaluate strategic options to address issues in an organisational setting and deliberate upon strategy implementation issues.
4. Contrast and critically compare schools of thought in the strategy literature.
5. Express assessments and ideas in writing and orally.

These learning results are represented and evaluated by the exam, the written assignment, and the oral presentation. Especially through the written assignment the student shows that he/she can apply the knowledge facilitated in class.

Additional information regarding the written assignment:

Students are expected to do a strategic analysis of a company they choose. This strategic analysis should ideally include the following parts:

Outline

Management Summary (1/2 page)

Introduction (1 page)

Company Presentation (2 pages)

External Analysis (2 pages)

Internal Analysis (2 pages)

Analysis of the strategy (2 pages)

Conclusions and Recommendations (1pages)

Bibliography.

The analysis of the strategy should ideally concern the strategic fit between the company's strategy and the external and internal factors. It should ideally deal with possible problems concerning the company. The length of the written assignment should be around 10 pages (+/- 1 pages). The document (*WORD*) should be typed in Time New Roman size 12 or similar and should be double spaced. The assignment is to be handed in as a PDF (electronically) until the end of the course.

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EVALUATION

STANDARD EVALUATION SCHEME

The assessment strategy consists of three components. On the one hand, students must pass a **final exam**. This exam is based on the course content. It is multiple choice. The exam accounts for 55% of the overall grade. It must be passed with a minimum grade of 4,5. On the other hand, students are expected to hand in a **written group assignment (developed and partly evaluated during the entire course / continuous evaluation scheme)** towards the end of the course. This written assignment counts for 20% of the overall grade. The course also contains a mid-term **presentation** (group presentation). This oral presentation accounts for another 25% of the overall grade.

EXTRAORDINARY EXAM / JUNE EXAM

- **The extraordinary exam typically follows a similar structure as the standard exam.**

Students who:

1) … did not write the standard exam, but the extraordinary exam, will be evaluated following the standard proceeding (i.e.: 25% presentation + 20% written assignment + 55% final exam).

2) … write the extraordinary exam because they want to improve their grade, will be evaluated following the standard proceeding. Note: If the extraordinary exam turns out to have a worse grade than the one in the standard exam, the grade from the extraordinary exam is the one that counts.

In general, this course adheres to the general rules and guidelines established by the faculty / university.

OFFICE HOURS / TUTOR SESSIONS

Prof. Dr. Marcel Meyer

Tutor Sessions: (Monday 10.00 - 12.00; Thursday 12.00 - 14.00)

Please make an appointment **by email** (mmeyer@ unav.es) before you come to my office (2050, Amigos Building).

BIBLIOGRAPHY

Básica / Basic:

Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). Strategy Safari: A Guided Tour Through The Wilds of Strategic Management. NY: The Free Press. Find it in the library.

Grant, R. (2015). Contemporary Strategy Analysis (ninth edition). Hoboken, New Jersey : John Wiley & Sons, Inc. Find it in the Library

Cameron, K. S., Dutton, J. E., & Quinn, R. E. (2003). Positive Organizational Scholarship: Foundations of a new discipline. San Francisco, CA: Berrett-Koehler. Find it in the Library (ebook)

Cameron, K. S. (2012). Positive Leadership: Strategies for Extraordinary Performance. San Francisco, CA: Berrett-Koehler Publishers. Find it in the Library (ebook)

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Complementaria / Additional:

Chan Kim, W., & Mauborgne, R. (2005). Blue Ocean Strategy: How To Create Uncontested Market Space And Make The Competition Irrelevant. Boston, MA: Harvard Business School Press. Localízalo en la Biblioteca

Pina e Cunha, M.; Rego, A.; Simpson, A.; Clegg, S. (2019). Positive Organizational Behaviour: A Reflective Approach. Oxfordshire, UK: Routledge (Taylor & Francis Group).