



INTRODUCTION

Introduction and learning objectives

Breve descripción: This course 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: (1) The development of strategic and critical thought. (2) The analysis and implementation of strategy. (3) The role of the human factor in strategic management.

Eventhough the course will not rely on any prio 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.

- **Degree:** Business Administration
- **Module in the Degree Program:**
- **ECTS:** 6
- **Year:** First year, second semester
- **Type of course:** Required
- **Professor:**
- **Language:** English
- **Lecture Schedule:** WebUntis (<https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>).

LEARNING OUTCOMES (Competencies)

This course is designed in such a way that students:

- CB1. 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.
- CG7. Analyze the process of defining and implementing goals and/or strategies in the company.
- CE3. Are familiar with the theoretical and practical aspects of a company, its organizational structure and/or the relationship between its parts.
- CE4. Understand the concept of strategy in the context of a company.
- CE23. Are familiar with the design of organizational structures.



- CE25. Are familiar with the relevance of process analysis in company operations.

ECO

- CB1. 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.
- BC5. Students have developed the learning skills necessary to undertake further studies with a high degree of autonomy.
- SC12. Apply economic logic to specific areas of business.

COURSE PROGRAM

Introduction.

- Topic 1. The business firm.
- Topic 2. The concept of strategy.
- 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. The marketing mix as a strategic tool.
- Topic 8. Industry evolution.
- Topic 9. Industry analysis: The fundamentals.
- Topic 10. Leadership, motivation & communication.

EDUCATIONAL ACTIVITIES

Learning results

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

- Analyse and organisational situation.
- Identify key strategic issues in organizations.
- Develop and evaluate strategic options to address issues in an organisational setting and deliberate upon strategy implementation issues.
- Contrast and critically compare schools of thought in the strategy literature.
- 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 she/he 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:

Cover page (1 page)

Index (1 page)

Management Summary (1 page)

Introduction and Company Presentation (2 pages)

External Analysis (2 pages)



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Internal Analysis (2 pages)

Analysis of the strategy (2 pages)

Conclusions and Recommendations (1 pages)

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.

EVALUATION

ORDINARY CALL

Sum of the percentages of the written assignment (20%), oral presentation (25%), and the final exam (55%).

- Oral presentation: 25%. This is a mid-term group presentation.
- Written assignment: 20%. Students are expected to hand in a written group assignment towards the end of the course.
 - Final exam: 55%. This exam is based on the course content. It is a multiple-choice exam. **Very important: You will need at least 4.5 points out of 10 in the final exam to pass.**

EXTRAORDINARY CALL

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

Students who:

- ... did not write the standard exam, but the extraordinary exam, will be evaluated following the standard procedure (i.e.: 25% presentation + 20% written assignment + 55% final exam).
- ... write the extraordinary exam because they want to improve their grade, and will be evaluated following the standard procedure. 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

BIBLIOGRAPHY



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Each student should have notes regarding the information explained in class. However, if anyone wants to look for extra material, there are many books and resources about the subject. Some of them are:

1. Grant, R. (2005). Contemporary Strategic Analysis (fifth edition). Manden, MA: Blackwell Publishing. [Disponibile on line](#) Ed.2021
2. 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 https://unika.unav.edu/permalink/34UNAV_INST/1ufas1/alma991005328079708016](https://unika.unav.edu/permalink/34UNAV_INST/1ufas1/alma991005328079708016)
3. Meyer, M. (2015). Positive business: Doing good and doing well. Business Ethics: A European Review, 24 (S2), 175-197. [Disponibile on line](#).
4. Cameron, K.S. (2012). Positive Leadership: Strategies for Extraordinary Performance. San Francisco, CA: Berrett-Kpehler Publishers. [Disponibile online](#).
5. 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. [Disponibile online](#).