Universidad de Navarra

***Strategic Management (Gr.Marketing)***

*Teaching guide 2026-27*

# INTRODUCTION

**Course Description:**

This course offers a comprehensive introduction to the fundamentals of strategic management, with a specific focus on how organizations can develop and maintain competitive advantages in fast-evolving market landscapes. Students will explore the critical roles of mission and vision in guiding organizational direction, and how these elements integrate with strategic planning to drive business success.

The curriculum delves into the art and science of strategy formulation, implementation, and evaluation. Through detailed analysis of real-world case studies and interactive simulations, students will learn to align an organization's resources and capabilities with emerging business opportunities and challenges. Key Performance Indicators (KPIs) will be studied as essential tools for measuring strategic performance and ensuring that strategies effectively support organizational objectives.

Throughout the course, emphasis will be placed on strategic thinking and decision-making skills. Students will engage in projects that simulate strategic planning processes and will develop actionable strategies that could be applied in actual business settings. By the end of the course, students will have a thorough understanding of the strategic management process and will be equipped to contribute to the creation and sustainment of long-term competitive advantages in their future careers.

- **Degree**: Marketing
- **Module in the Degree Program**: Level1. Module II (Economía y empresa). Level2. Subject (Empresa)
- **Number of credits**: 6 credits
- **Year, semester**: 4th year, 2º Semester
- **Type of course**: Required
- **Instructors**: Francisco J. Pérez-Latre, profesor titular; Patricia San Miguel, profesora contratado doctor
- **Language**: English
- **Department:** Marketing and Media Management, School of Communication
- **Lecture schedule**: Tuesday, 15:30 to 17:00 (Classroom 6) and Wednesday, 15:00 to 16:30 (Classroom 4)

# LEARNING OUTCOMES (Competencies)

**Main learning outcomes**

1. Understand and apply the fundamental concepts of mission, vision, and organizational values.

2. Develop skills for formulating and evaluating strategies.

3. Learn to design and implement effective KPIs that measure strategic performance.

4. Analyze case studies to identify and solve strategic management problems in real contexts.

**Degree competences**

**CORE COMPETENCIES**

CB2 - Students are able to apply their knowledge to their work or vocation in a professional manner and possess the competences typically demonstrated through the development and defence of arguments and problem solving within their field of study.

CB3 - Students have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgements that include reflection on relevant social, scientific or ethical issues.

CB4 - Students are able to convey information, ideas, problems and solutions to both specialist and non-specialist audiences.

CB5 - Students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.

**GENERAL COMPETENCES**

GC2 - Knowing and assessing the role of marketing from a multidimensional perspective: historical, economic and business, legal, sociological, deontological and technological.

**SPECIFIC COMPETENCES**

SC5 - Knowing the basic fundamentals of business management and strategic management necessary to be able to draw up efficient marketing plans and strategies.

SC6 - Understanding the organisational structure of organisations and the relationships between the elements of which they are composed.

SC7 - Understand the concept of strategy in the context of a company or institution.

SC8 - Analyse current trends in the design of objectives and strategies in companies or institutions.

# PROGRAM

**CONTENT OUTLINE (Pérez-Latre)**

1. Crafting effective mission and vision statements: the beginning of strategy work
2. What is strategy?
3. Strategy and company culture
4. Strategy and people management
5. Strategy and innovation
6. Strategy and leadership
7. Strategy and KPIs

**CONTENT OUTLINE (SanMiguel and G. Tosat)**

- Introduction to Digital Strategy
- Web analytics and SEO/SEM
- Web & Ecommerce
- AI for Digital Marketing
- Content Marketing
- Social Media Marketing
- Influencer Marketing
- Email Marketing

**LEARNING ACTIVITIES**

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The course combines theoretical classes with practical class discussions and case studies. Students are expected to actively participate in the classroom with their ideas and engagement to analyze companies and their strategies.

As mandatory assignments for this class, students must do a final essay (Pérez-Latre) and develop a full digital marketing strategic plan (SanMiguel).

Theoretical classes: 40 hours

Practical classes: 20 hours

Essays (group project and individual): 20 hours

Personal study: 70 hours

## EVALUATION

This course is divided into 2 parts: the first one is General Strategic Management (Tuesday, Pérez-Latre), and the second one is Digital Strategic Management (Wednesdays, SanMiguel and G. Tosat). Therefore, the final grade will be the average of the grade obtained in each part.

**ORDINARY (General Strategic Management - Pérez-Latre)**

**Written essay as a final exam (70%)**

In the final class, students are required to summarize their learning outcomes from the course, demonstrating their understanding of strategic management by connecting course content with their personal insights on strategy. The essay should integrate key concepts discussed, illustrating how students have internalized and can utilize these strategic principles. The essay will be delivered on the last tuesday of the semester, April 20.

**Class Participation (30%)**

This component is evaluated based on both the students' and the professor's assessments of participation and engagement throughout the course. Each session begins with a flipped classroom approach, encouraging students to reflect on and discuss their key learnings and takeaways. At the semester's end, students will self-report their frequency of participation, which will be considered in their final participation grade.

**EXTRAORDINARY (General Strategic Management - Pérez-Latre)**

Students who exhibit a lack of commitment to class participation or fail to meet the participation requirements must submit an additional essay. This essay is intended to reassess their engagement with the course material and to fulfill the participation criteria satisfactorily.

**ORDINARY (Digital Strategic Management, San Miguel )**

**Group Project (70%)**

Maintaining the same groups from the TFG, students must create the strategic digital marketing plan of the TFG company. Those students who work on the TFG individually, or are enrolled in an exchange program, can develop the project either on groups or by themselves. In both cases, they should agree with the professors on the brand that would be subject of their strategic digital marketing plan.

**Class Participation - Digital Marketing Simulation (30%)**

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**EXTRAORDINARY (Digital Strategic Management, SanMiguel)**

Those students who won't pass the Group Project evaluation should develop a new strategic digital maketing plan and repeat the simulator if you do not pass. Please, make sure you contact the professors before the due date.

**OFFICE HOURS**

Office hours, time for the student to speak with the professor, to discuss the material being presented in class or other related interests you have, can be arranged by sending an email to:

- Professor Pérez-Latre: Tuesday & Wednesday 12:30-13:30; Thursday 10-11. perezlatre@unav.es. Marketing and Media Management Department, School of Communication. Office 0680– Ismael Sánchez Bella Building.
- Professor San Miguel: psanmiguel@unav.es. Marketing and Media Management Department, School of Communication. Office 0771 – Ismael Sánchez Bella Building.

# BIBLIOGRAPHY

**Suggested course readings:**


BOCK, L. (2015). *Work Rules! Insights from Inside Google That Will Transform How You Live and Lead*, Twelve. Find it in the Library

FRIED, J., & HEINEMEIER HANSSON, D. (2010). *Rework*. Crown. Find it in the Library

HIGGINS, D. (2003). *The Art of Writing Advertising: Conversations with William Bernbach, George Gribbin, Rosser Reeves, David Ogilvy, Leo Burnett*. New York: McGraw-Hill. Find it in the Library

HOLT, D. & CAMERON, D. (2012). *Cultural Strategy: Using Innovative Ideologies to Build Breakthrough Brands*. Oxford University Press.Find it in the Library

IBARRA, H. (2015). *Act Like a Leader, Think Like a Leader*. Harvard Business Review Press.Find it in the Library Audiobook

ISAACSON, W. (2023). *Elon Musk*. Penguin Random House.Find it in the Library

MALONE, C. & FISKE, S. T. (2013). *The Human Brand: How We Relate to People, Products, and Companies*. Jossey-Bass Wiley.Find it in the Library printed version Find it in the Library electronic version

MOON, Youngme (2010). *Different: Escaping the Competitive Herd*. New York: Crown Business. Find it in the Library

PINK, Daniel H. (2009). *Drive: The Surprising Truth About What Motivates Us*. New York: Riverhead Books.Find it in the Library

SINEK, Simon (2009). *Start With Why: How Great Leaders Inspire Everyone to Take Action*. Portfolio.Find it in the Library

WISEMAN, L. (2017). *Multipliers: How the Best Leaders Make Everyone Smarter*. Harper Business.Find it in the Library