Universidad de Navarra

Strategy A

Teaching guide 2026-27

INTRODUCTION

Brief Course Description

Strategy is the means by which organizations—both profit and non-profit—select and pursue the objectives that lead them to achieve its purpose, consciously and systematically in the long term.

The purpose of companies is to collaborate with all their stakeholders—shareholders, employees, customers, suppliers, local communities, and society at large, among others—in creating shared and sustainable value (Davos Manifesto 2020, WEF).

Strategic decisions integrate all functional areas of the company and include its external and internal analysis and the identification of competitive advantages, as well as the formulation, implementation, and control of the most appropriate strategy in any given situation.

The Strategy course integrates the knowledge acquired by students in the different courses of their Business Administration Degree, and presents an approach to the functioning of organizations from the perspective of General Management. It develops applied knowledge of business management and explores the necessary tools for selecting and successfully implementing a specific strategy.

The three levels of individual competence – knowledge, skills and attitudes – are developed theoretically, and are supported by the resolution of exercises and case studies, with the ultimate goal of boosting the student's growth as a professional, who will soon have the responsibility of leading people towards the achievement of goals.

Useful information

- **Degrees**: ADE(b)/General Management and ADE(b)/Innovation
- **Module / Subject**: 2. Business Management / 2.1. Strategic Management
- **ECTS**: 6
- **Year / Semester**: 4th year / 1st Semester
- **Type of course**: Mandatory
- **Previous requirements**: Basic knowledge of Business Administration concepts and tools
- **Language**: English
- **Time / Room**: Mon. 3.15pm-4.45pm Room 001 Amigos Building and Tue 5.15pm-6.45 pm Room 010 Amigos Building
- **Teacher**: Jose E. Arizón - Clinical Professor - MSc CEng & PhD BA

COMPETENCIES (ADE)

General Competencies

CG7: Analyze the process of defining and implementing objectives and/or strategies within a company

Specific Competencies

CE4: Understand the concept of strategy within a company

CE16: Understand the processes of strategy implementation within a company

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PROGRAM

1. Introduction to Business Strategy Concepts

2. Creating Sustainable Competitive Advantages

3. External Analysis of the Company

4. Internal Analysis of the Company

5. Business Strategy

6. Corporate Strategy

7. International Strategy

8. Entrepreneurial Strategy

9. Leadership in Strategy

10. Innovation Management in Strategy

EDUCATIONAL ACTIVITIES

Class preparation

Students must prepare in advance the class sessions, by reading the resources provided by the teacher and answering the exercises and case study preparation questions.

Classroom sessions

A. Monday Lectures

The first session of each week is dedicated to presenting and explaining the theoretical topics of the different chapters of the course syllabus. The aim is to get the students into a common ground of knowledge, in order to be prepared to apply those in the practical sessions of the course.

The lectures are supported by selected readings—book chapters, articles, and other reference documents—which are made available to students in ADI before the start of each session.

B. Tuesday Practical Sessions – Learning by Doing

To solidify the theoretical knowledge acquired, and to develop personal and professional skills, students work on weekly assignements, consisting of real-world business case studies in which they must apply the learned tools for the correct analysis, formulation and implementation of strategies.

The proposed methodology is "learning by doing," so the professor does not present his proposal resolution to each case until the students have submitted their own written solutions, which are then discussed in class.

Business Simulation

One of the most important learning activities in this course, in which students will work for 5 weeks in teams, is an online simulation for creating and launching their own company.

During four trimesters of virtual operation of their company, each team will have to analyze the environment, decide on the financing of their activities, select the market, build and operate manufacturing plants, hire staff, design products, open stores worldwide, handle marketing and, finally, sell the product.

Teams will be evaluated both on the intensity of their work and on the final results obtained, in relation to the other teams.

Time Allocation

The approximate time that students should dedicate to the different activities of this course, for optimal benefit, is 150 hours, distributed approximately as follows:

30 hours of Lectures

30 hours Practical sessions

90 hours of preparring the topics and case studies prior to class, working with the on-line simulation and preparing the final exam.

Total: 150 hours of student work

ASSESSMENT

Ordinary Call (December)

Ongoing Assessment (60%)

Weekly written assignments, on-line team simulation and active class participation.

Final exam (40%)

The final exam, which is mandatory, will consist of some short essay questions and the resolution of a case study, similar to those developed throughout the course.

Course Grade

The final course grade will be calculated as the weighted average of the ongoing assessment (60%) and the final exam (40%) marks.

In order to pass the course, students must obtain a minimum mark of 5/10 on the final exam. Otherwise, their final course grade will be that of the final exam.

Extraordinary Call (June)

The evaluation method for the extraordinary call will be the same as for the ordinary call, with the exception that if a student`s re-take final exam mark is higher than the weighted average of the ongoing assessment mark (60%) and the final exam mark (40%), the student`s final course grade will be that of the re-take final exam.

Academic Integrity

The University of Navarra promotes cultured coexistence based on the values of freedom, equality, respect, diversity, pluralism, co-responsibility, and the peaceful resolution of conflicts. To this end, the *System of Rules on Coexistence at the University of Navarra* applies to all students.

Special needs

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Students with special needs for class or the final exam -officially approved by the School- must inform the teacher in advance.

OFFICE HOURS

Jose E. Arizón

Office 2300 Amigos Building (2nd floor)

Office hours: Mon & Tue 7pm-8pm

Please request an appointment in advance: **jarizon@unav.es**

BIBLIOGRAPHY AND RESOURCES

Mandatory (see ADI)

- Lecture Notes
- Technical Notes and Articles

Recommended references

- *Strategic Management. Concepts and Cases*. Fred R. David. 18th Ed. Prentice Hall 2022
- *The Case Study Handbook*. W. Ellet. Harvard Business School Press 2018

To learn more

- *Strategy. An International Perspective*. Bob de Wit. 8th Ed. Cengage Learning 2025
- *HBR`S 10 Must Reads on Strategy.* Harvard Business Review Press 2011.
- *HBR`S 10 Must Reads on Strategy (2).* Harvard Business Review Press 2020.