



**Asignatura: Business Policy (F. ECONÓMICAS)**

*Guía Docente*

*Curso académico: 2020-21*

## Presentación

<http://www.unav.edu/asignatura/businesspolicyeconom/>

## **Business Policy (F. ECONÓMICAS)**

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- **Breve descripción de la asignatura:** This course serves as a cohesive map for strategic management. It is designed to integrate the accepted theories in the area with real world applications to provide students with the basic knowledge and skills needed for strategic management. Lecture and class assignments given in the course are intended to help students understand the needs of modern public and private organizations, including emerging national and international trends
- **Carácter:** Optativa
- **ECTS:**
- **Curso y semestre:** Segundo
- **Idioma:** English
- **Título:** Business Policy
- **Módulo y materia de la asignatura:**
- **Profesor responsable de la asignatura:** Alvaro Bañon
- **Profesores:** Alvaro Bañon
- **Horario:** Tuesdays and Thursdays 8:00-10:00
- **Aula:** M2 Amigos Building

## **Competencias**

### **Basic Competencies (Management and Economics)**

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

BC5. Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

### **General Competencies (Management and Economics)**



GC2. Identifying, incorporating and using acquired knowledge in argument, discussion and problem solving as they apply to economics and business.

GC4. Teamwork.

GC5. Developing the capacity for independent critical thought on matters relevant to economics and business.

#### **Specific Competencies (Management)**

SC5. Understanding the concept of strategy within a business.

SC6. Analyzing the design of a business's goals and strategies.

SC8. Developing case studies on subjects related to economics and business.

#### **Specific Competencies for Elective Subjects (Economics)**

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration and evaluation.

SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management and quality control.

### **Programa**

Module 1 – Introduction to Strategy

Module 2 – Value Creation and Capture

Module 3 – Strategy Execution

Module 4 – Competitive Dynamics

### **Actividades formativas**

Esta información estará disponible para finales de agosto

### **Evaluación**

1. Evaluation

1. CASES: 60%

2. FINAL EXAM: 20%

3. PARTICIPATION. 20%

### **Bibliografía y recursos**

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] [Localízalo en la Biblioteca](#)

Complementary Readings (Books and Selected Articles)

Books:

- (1) Dixit, A., Nalebuff, B.J. "Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life", WW Norton & Company: New York, 1991. [DN] [Localízalo en la Biblioteca](#)
  - (2) Rothaermel, F. T. "Strategic Management" 3rd Edition, McGraw-Hill: New York, 2017. [Localízalo en la Biblioteca](#)
- [ROTH]

Selected Articles:

- (1) Bloom, N., Reenen, J.V. "Measuring and Explaining Management Practices across Firms and Countries," Quarterly Journal of Economics, 122(4): 1351-1408, 2007. [Localízalo en la Biblioteca](#)
- (2) Brandenburger, A., Nalebuff, B. "The Right Game: Use Game Theory to Shape Strategy," Harvard Business Review, Jul-Aug 2008. [Localízalo en la Biblioteca](#)
- (3) C.K. Pahalad, Hamel, G. "The Core Competence of the Corporation," Harvard Business [Localízalo en la Biblioteca](#) Review, May-June 1990.
- (4) Collins, D., Montgomery, C.A. "Creating Corporate Advantage," Harvard Business Review, May-June 1998. [Localízalo en la Biblioteca](#)
- (5) Ellet, W. "How to Discuss A Case," in The Case Study Handbook: How to Read, Discuss and Write Persuasively About Cases, Harvard Business School Publishing: Cambridge, xxxx. [Localízalo en la Biblioteca](#)
- (6) Ghemawat, P. "Competition and Business Strategy in Historical Perspective," Business History Review 76: 37-74, 2002. [Localízalo en la Biblioteca](#)
- (7) Ghemawat, P., Rivkin, J.W. "Creating Competitive Advantage," Harvard Business School Note, 9-798-062, 2006.
- (8) Haywood-Farmer, J.S. "An Introductory Note on the Case Method," Richard Ivey School of Business Note: 908M85, 2008.
- (9) Jayanti, S., Anand, B. N. "Strategies of Unrelated Diversification," Harvard Business School Note: 9-705-480, 2005.
- (10) Kaplan, R., Norton, D., "Having Trouble with Your Strategy? Then Map It," Harvard Business Review, Sep-Oct, 2000. [Localízalo en la Biblioteca](#)
- (11) Kaplan, R., Norton, D., "Mastering the Management System," Harvard Business Review, January 2008. [Localízalo en la Biblioteca](#)
- (12) Larcker, D., Tayan, B. "Seven Myths of Corporate Governance," Stanford Closer Look Series, 2011.
- (13) McGahan, A., Porter, M. "How Much Does Industry Matter, Really? Strategic Management Journal, 18: 15-30, 1997. [Localízalo en la Biblioteca](#)
- (14) Piskorski, M. J. "Note on Corporate Strategy," Harvard Business School Note: 9-705-449, 2006.
- (15) Porter, M. "The Five Competing Forces that Shape Strategy? Harvard Business Review, January 2008.
- (16) Porter, M. "What is Strategy? Harvard Business Review, Nov-Dec 1996.

[Biblioteca](#) | [Catálogo](#) | [Biblioguías](#)

## **Horarios de atención**

Esta información estará disponible para finales de agosto



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de Navarra



**Asignatura: Financial Statements Analysis (F. Económicas)**

*Guía Docente*

*Curso académico: 2020-21*

## **Introduction**

<http://www.unav.edu/asignatura/financial-statements-analysis-f-economicas/>

# **Financial Statements Analysis (F. Económicas)**

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- **Brief description of the course:**

The aim of this course is to provide the students with a sound introduction to financial statement analysis

The student should be able to analyze a company's annual report and conclude as to its profitability, efficiency, liquidity and solvency.

- **Type of Course:** Required
- **ECTS:** 6
- **Year and Semester:** 4th year, 1st semester
- **Language:** English
- **Programs:** ADE
- **Module:** Accounting and Finance
- **Subject:** Accounting
- **Professor:** Miguel Angel Casares (macasares@unav.es)
  - Office: 2300 Amigos
- **Schedule:** Friday 15:00-19:00
- **Room:** 15 Amigos

## **Competences**

**Objectives:** The aim of this course is to provide the students with a sound introduction to financial statement analysis

The student should be able to analyze a company's annual report and conclude as to its profitability, efficiency, liquidity and solvency.

Taking this course will help students acquire the following competences and skills:

- Improve logical reasoning.
- Improve critical thinking



- Improve analytical and synthesis skills.
- Improve autonomous learning skills.
- Improve work-team abilities.

#### **Basic Competencies (Management and Economics)**

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC3. Students should be able to gather and interpret relevant data (normally within their field of study) in order to make judgments that encompass consideration of relevant social, scientific and ethical topics.

BC4. Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

BC5. Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

#### **General Competencies (Management and Economics)**

GC2. Identifying, incorporating and using acquired knowledge in argument, discussion and problem solving as they apply to economics and business.

GC3. Mastering the digital, mathematical and technical tools necessary for academic and professional activity in economics and business.

GC4. Teamwork.

GC5. Developing the capacity for independent critical thought on matters relevant to economics and business.

GC6. Communicating results and analyses useful in economics and business, both verbally and in writing.

#### **Specific Competencies (Economics)**

SC5. Handling the concepts, theories and models necessary to form firm opinions about the economic context.

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration and evaluation.

SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management and quality control.

#### **Specific Competencies (Management)**

SC2. Understanding the most relevant aspects of corporate transactions, financial derivatives, risk management and investment projects.



SC3. Analyzing a business's real-life accounting and finance situation and making projections about its future.

## **Program**

This course combines theoretical lectures and cases. For the cases, students will have to prepare the problem sets at home before class starts.

### **COURSE OUTLINE**

Chapter 1: Introduction

Chapter 2: The Four Financial Statements

Chapter 3: Balance Sheet

Chapter 4: Income Statement

Chapter 5: Statement of Cash Flows

Chapter 6: Comprehensive Activities

## **Educational Activities**

### **I. Classroom teaching activities**

#### **1. Lectures/Cases**

Lectures are given by the professor on the themes indicated in the syllabus with the help of the blackboard, power point presentations, videos and animation movies. The professor will post on ADI the power point presentation, the notes for each topic and some recommendations for further reading.

#### **2. Capstone Project (Required)**

Class will be divided into groups (3-5 students). Each group will prepare a writing report and an oral presentation. At the end of the presentation the students will have to answer questions.

#### **3. One-to-one tutorials**

Each student may have personal interviews with the professor to help him/her with personal study and learning.

#### **4. Evaluation**

Exams to assess the successful accomplishment of the objectives

### **II. Personal work**

Students must understand themes covered early in the course to be able to comprehend information presented later in the course, and will have to be able to integrate material learnt throughout the course. Therefore, it is important that they do not fall behind and try to set aside regular times outside



of class to work on the course material on a daily basis.

1. Students must read the assigned reading for a subject before the lecture covering that topic. Being familiar with topics beforehand will allow students to get the most out of the lecture.
2. Students should conduct personal study using the professor's notes, notes taken in lectures and recommended books if needed.
3. Students have to prepare oral presentations in English.

## **Assessment**

Class participation: **20%**

Class participation will be assessed in quality and quantity

Capstone Project: **15%**

The Capstone Project is required for all student. Students who do not present the Capstone Project won't be able to show for the final exam

ADI Tests: **25%**

Final Examination: **40%** (the minimum grade in the final to pass the course is 5 out of 10)

The final grade will be "NO PRESENTADO" "NO SHOW UP" if the final exam is missed.

Any attempt to cheat will be severely penalized.

### **Criteria to pass the course**

Students whose final grade is 5 points or more will pass the course.

Students whose final grade is below 5 points will not pass the course and will be graded as *Suspense*.

Students who do not take the final exam will not pass the course and will be graded as *No presentado*.

### **Exams review**

Students will be able to review the exams in an interview with the professor, after publication of the grades, in a day and place that will be indicated.

### **Special assessment**

For those who do not pass the course or did not take the final exam (grades *Suspense* or *No presentado*) there will be an extraordinary exam.

### **Students with special learning needs**

Accommodation will be provided for students with special learning needs, either regarding the





methodology and/or evaluation of the course, but they will be expected to fulfill all course objectives.

## **Bibliography and Resources**

### **Main Books**

- [Localízalo en la Biblioteca](#): Interpreting and Analyzing Financial Statements 6e. Karen P. Schoenebeck Mark P. Holtzman Pearson Education, Inc
- [Localízalo en la Biblioteca](#): Financial Statement Analysis 10e: K.R. Subramanyam - John J. Wild McGraw-Hill International Edition
- [Localízalo en la Biblioteca](#): Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective, 7e: Whalen, Baginski and Bradshaw

### **Secondary Books**

- [Localízalo en la Biblioteca](#): The analysis and use of Financial Statements 3e: White - Sandhi - Fried John Wiley&Sons Inc
- [Localízalo en la Biblioteca](#): Essentials of Financial Analysis. George T. Friedlob Lydia L.F. Schleifer - John Wiley & Sons, Inc

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## **Office Hours**

Professor: Miguel Angel Casares (macasares@unav.es)

Office: 4070

Fridays: 14:00 - 15:00 (previous appointment by mail)

It will be appreciated if the students send and email to macasares@unav.es in order to arrange a meeting and we'll try to accommodate your time preferences.



**Asignatura: Strategic Management (F. ECONÓMICAS)**

*Guía Docente*

*Curso académico: 2020-21*

## **Presentation**

<http://www.unav.edu/asignatura/strategicmeconom/>

The aim of this course is to develop skills and student capabilities to learn knowledges for designing a business strategy.

- **Name of the course: STRATEGIC MANAGEMENT**
- **Faculty: Business and Economics**
- **Department: Business**
- **Grades: International Degree and Double Degree Business and Law**
- **Course: 4<sup>th</sup> ID and 6<sup>th</sup> GML, from September to December**
- **ECTS: 6,0**
- **Professor: Ricardo Mateo**
- **Office: 4080 School of Economics and Business Administration**
- **Office hours: Monday and Tuesday from 10:00 to 11:30**
- **e-mail: [rmateo@unav.es](mailto:rmateo@unav.es)**
- **Type of course: Compulsory**
- **Language: ENGLISH**
- **First Semester**

### **Teaching hours:**

#### **Group 1 (Group 1 is formed by Family names starting from A to L)**

Monday from 8:00 to 9:45

Classroom: room 1 at communication building

#### **Group 2 (Group 2 is formed by Family names starting from M to Z)**

Tuesday from 8:00 to 9:45

Classroom: room 3 at communication building

**Remote connection: All those students who have been exempted to attend classes may participate in the class via zoom connection in the schedule of the group that corresponds to them. For this purpose, they will receive the connection link in their e-mail of the University of Navarra.**

### **Assistant professor.**

Mr. Emilio Saenz



Electronic mail: [esaenz.1@alumni.unav.es](mailto:esaenz.1@alumni.unav.es)

## Competences

### **Basic Competencies (Management and Economics)**

BC2. Students should be able to apply their knowledge to their job or vocation in a professional way. They should be able to prove their general competencies by developing and defending arguments and solving problems within their subject area.

BC4. Students should be able to convey information, ideas, problems and solutions to both specialized and general audiences.

BC5. Students should have developed the learning skills necessary to undertake higher programs of study with greater independence.

### **General Competencies (Management and Economics)**

GC2. Identifying, incorporating and using acquired knowledge in argument, discussion and problem solving as they apply to economics and business.

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### **Specific Competencies (Management)**

SC5. Understanding the concept of strategy within a business.

SC6. Analyzing the design of a business's goals and strategies.

SC8. Developing case studies on subjects related to economics and business.

### **Specific Competencies for Elective Subjects (Economics)**

SC06. Acquiring and improving understanding of the practical aspects of business, including start-up, administration and evaluation.

SC07. Acquiring a deeper understanding of and sharpening skills in fields of study particular to business activities, such as accounting, finance, project management and quality control.

## Program

### **1. Week 1**

**Introduction to Strategic Management.**

**Evaluation, contents, program, personal work, presentations, mentoring hours.**

**Introduction to the concepts of Business Strategy, Military Strategy and Personal strategy.**



**2. Week 2**

**Chapter 1 Strategic Management: Creating Competitive Advantages**

**3. Week 3**

**Chapter 2 Analyzing the External Environment of the Firm**

**4. Week 4**

**Chapter 3 Assessing the Internal Environment of the Firm**

**5. Week 5**

**Chapter 4 Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources**

**6. Week 6**

**Chapter 5 Business-Level Strategy: Creating and Sustaining Competitive Advantages**

**7. Week 7**

**Chapter 6 Corporate-Level Strategy: Creating Value through Diversification**

**8. Week 8**

**Chapter 7 International Strategy: Creating Value in Global Markets**

**9. Week 9**

**Chapter 8 Entrepreneurial Strategy and Competitive Dynamics**

**10. Week 10**

**Chapter 11 Strategic Leadership: Creating and Learning Organizational and a Ethical Organization**

**11. Week 11**

**Chapter 12 Managing Innovation and Fostering Corporate Entrepreneurship**



## 12. Week 12

### Chapter 13 Analyzing Strategic Management Cases

#### Final Exam

### Activities

1.- Classes: 30 hours

In these classes, the most relevant aspects of the program's topics will be explained. They can be followed in person, online or asynchronously, previously recorded.

Group 1: Classes will be on Monday in room 1 at communication building from 8:00 to 9:45 (Group 1 is formed by Family names starting from A to L)

Group 2: Classes will be on Tuesday in room 3 at communication building from 8:00 to 9:45 (Group 2 is formed by Family names starting from M to Z)

Remote connection: All those students who have been exempted to attend classes may participate in the class via zoom connection in the schedule of the group that corresponds to them. For this purpose, they will receive the connection link in their e-mail from the University of Navarra.

2.- Reading of the book and preparation of the cases 45 hours  
Students must study the chapters of the book on their own.

3.- Student's personal work: 50 hours.  
Time dedicated to the personal work that the students must develop on the subject assigned by the professor.

4.- Study and resolution of weekly exercises: 25 hours  
Students must study the contents indicated in class on their own to solve the weekly exercises of the subject

### Assessment

The evaluation of the course will be done in the following way:

- 1.- Final Exam: 40% of the final grade.
- 2.- Evaluations during the semester: 25% of the final grade \*.

\* (Each student will have the following three grades: The grade of the cases, the grade of the essays and the grade of the exercises. The grade of the cases will be the highest between the average grade of the 10 cases and the average of the seven best cases delivered on time. The grade of the essays will be the highest between the average grade of the ten essays and the average of the seven best cases delivered on time. The grade of the exercises will be the average grade of the 10 exercises.)

3.- Personal work on strategy: 25% of the final grade.

4.- Student's participation: 10% of the final grade.

To pass the course the student must reach at least a 5 out of 10 in the final grade of the course.

### Bibliography



Universidad  
de Navarra

Book of the subject

Strategic Management: Text and Cases

10th Edition

By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee

Copyright: 2021

[Find it at the Library](#) (ed. 2014)

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## **Offices hours**

Monday and Tuesday after classes.



**Asignatura: Trabajo Fin de Grado (Empresa)**

*Guía Docente*

*Curso académico: 2020-21*

## Presentación

<http://www.unav.edu/asignatura/tfgempresa/>

## **TFG - Empresa**

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- **Breve descripción de la asignatura:**
- El objetivo de los Trabajos de Fin de Grado (en adelante, TFG) de la Facultad de Económicas y Empresariales de la Universidad de Navarra (en adelante, Facultad) consiste en ofrecer a cada estudiante la oportunidad de aplicar y demostrar la gran variedad de conocimientos adquiridos durante el grado a un problema concreto. De esta manera, se pretende completar la formación y potenciar la creatividad y las capacidades del alumno, que ha de contribuir al desarrollo de un proyecto de manera proactiva. Haciendo suyos todos los valores inspiradores de la Universidad de Navarra, la Facultad quiere destacar con los TFG la dimensión de servicio a la sociedad de cualquier trabajo.
- **Carácter:** Obligatoria.
- **ECTS:** 6 ECTS (150 horas de dedicación)
- **Curso y semestre:**
- El TFG es un proyecto que se desarrolla durante los dos últimos cursos académicos del grado. En este tiempo, el alumno goza de gran autonomía sobre la manera de aplicar los conocimientos adquiridos a su trabajo.
- TFG se matricula en
  - Economics, 4º curso, segundo semestre.
  - Economics, Leadership and Governance, 5º curso, segundo semestre
  - Doble licenciatura, 6º curso, segundo semestre
- **Idioma:** Castellano o Inglés, lo que decida el alumno.
- **Título:** **Economics** TRABAJO DE FIN DE GRADO GRADOS EN ECONOMIA Y ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS FACULTAD DE ECONÓMICAS Y EMPRESARIALES
- **Módulo y materia de la asignatura:** TFG
- **Profesor responsable de la asignatura:** Comisión de Trabajos de Fin de Grado:  
[tfgeconom@unav.es](mailto:tfgeconom@unav.es)
- Comisión



- Rafael Torres (rtorres@unav.es)
  - Pedro García del Barrio ( pgbarrio@unav.es)
  - Beatriz Simón (bsimon@alumni.unav.es)
  - Claudia Osinaga ( cosinaga@unav.es )
- **Profesores: Tutor. Será elegido por el alumno y confirmado por la Comisión**
  - **Horario: Organización temporal:** asignatura semestral.
  - **Aula:**

## Competencias

### Competencias básicas (ADE y ECO)

CB2) Que los estudiantes sepan aplicar sus conocimientos a su trabajo o vocación de una forma profesional y posean las competencias que suelen demostrarse por medio de la elaboración y defensa de argumentos y la resolución de problemas dentro de su área de estudio

CB5) Que los estudiantes hayan desarrollado aquellas habilidades de aprendizaje necesarias para emprender estudios posteriores con un alto grado de autonomía

### Competencias generales (ECO y ADE)

CG2. Identificar, integrar y utilizar los conocimientos adquiridos en el argumento, discusión o resolución de problemas relevantes para lo económico y empresarial

CG5. Desarrollar la capacidad de razonamiento autónomo y crítico en temas relevantes para lo económico y empresarial

CG6. Saber comunicar oralmente o por escrito resultados y análisis de utilidad en lo económico y empresarial

### Competencias específicas (ADE)

CE16) Plantear y responder preguntas relevantes sobre cuestiones relacionadas con la empresa y/o la economía con una visión global de los conocimientos adquiridos.





CE18) Defender de manera crítica y bien argumentada las ideas propias sobre temas relacionados con la empresa.

## Programa

### Programa

**Primer viernes del mes de noviembre:** entrega por parte de los alumnos al tutor de un informe intermedio. El tutor, en base a ese informe y el trabajo realizado, emitirá una opinión al Comité del TFG.

**Primer viernes del mes de marzo:** fin de plazo para la entrega del TFG a través de ADI.

**Primer viernes hábil del mes de abril:**

- Fin de plazo para la entrega del póster del TFG a través de ADI.
- Presentación oral del trabajo, ante un tribunal y haciendo uso del póster elaborado. La presentación oral se hará en el contexto de un Congreso de TFG que organizará la Facultad. **Este año, el congreso será presencial u online, dependiendo de cómo evolucione la situación del COVID.**

**Primer viernes del mes de junio:** convocatoria extraordinaria del TFG.

## Actividades formativas

### Actividades Formativas Obligatorias

Las actividades formativas **varían en función del tipo de TFG** que le sea asignado al alumno. De manera general, se podrían especificar:

af 3. **Tutorías y Presentaciones del alumno:** 18 horas.

af 4. **Estudio personal:** 130 horas.

af 5. **Evaluación:** 2 horas.

## Evaluación

### Evaluación

La evaluación del TFG consistirá en una media de las calificaciones del tutor y los miembros del



tribunal. Estos se reunirán para consensuar la nota final de trabajo, siguiendo las pautas establecidas en una rúbrica.

En todo caso, la nota del alumno queda condicionada a que el alumno se presente al examen ante el tribunal. La no presentación al examen oral ante tribunal supondrá un suspenso.

## **Bibliografía y recursos**

### **Bibliografía y Recursos**

Dejamos aquí una Biblio-guía creada específicamente para que podáis aprovechar la enorme cantidad de recursos que la biblioteca pone a vuestra disposición.

[Biblioguias\\_TFG\\_economicas.pdf](#)

Dejamos también un enlace con acceso directo a Unika.

[Biblioteca](#) | [Catálogo](#) | [Biblioguías](#)

## **Horarios de atención**

### **Horarios de atención**

Cada alumno, con su tutor, estipulará los horarios de atención.

Para cualquier duda de tipo administrativo, el alumno podrá enviar un mail a

[tfgeconom@unav.es](mailto:tfgeconom@unav.es)