TEACHING GUIDE - 2026-2027

Strategic Analysis of a Company

UGRA_014753

Departments	Department of Economics, Finance & Accounting
Teaching Languages	English and Spanish
ECTS	2
Teacher responsible	Francisco Javier Mena Lopez - fxavier.mena@esade.edu

Course Goals

The goal of the course is to develop a core framework (‘roadmap’) for the in-depth analysis of a company, stressing a multi-faceted approach.

The students will work in groups, and preparing their ‘Strategic Analysis of a Company’.

Previous knowledge

Introduction to business.

Prerequisits

None.

Teaching methodology

- Exercises (in-class) & Active participation (Individual)
- Exercise 'Homework' (Individual)
- Class Presentations (‘Strategic Analysis of a Company’) (‘ppt’) (Teamwork)
- Final Quiz (‘Multiple Choice’) (Individual)
- Final paper (‘Strategic Analysis of a Company’) (‘word’, 10 pages) (Individual)

Description

Course contribution to program

Strategic business analysis.

Short description

The approach to the company analysis will be based on:

1. The history of the company (foundation, evolution, values, mission,

targets & scopes, projects, shareholders, stakeholders, management, employees (human resources), some figures, business indicators, and statistics (products/services, sales, ebitda, profits, …), etc.).

2. The ‘Value Added Map’ (clients, suppliers, competitors, complementors, regulators, strategic alliances, …).

3. A ‘PEST’ analysis. An assessment of the external factors that could affect the company. The main purpose of ‘PEST’ analysis is to understand what external forces may affect the company and how those factors could create opportunities or threats to its business. The environmental factors could be geopolitical, legal rules, economic, financial, social, cultural, demography, technological, environment and climate change, …).

4. The company’s outlook (SWOT) (Strengths, Weakness, Opportunities, Threats). Challenges. The SWOT analysis considers both internal and external factors. The key to performing an effective SWOT analysis is that it clearly distinguishes where the company is today and where it is likely to be in the future.

Program Learning Objectives

BBA20-Bachelor of Business Administration (BBA)

- Global Mindset and Perspective
- General Management Skills
- Responsible Leadership
- Critical and Analytical Thinking
- Creativity & Innovation
- Communication Skills
- Systemic Thinking
- Teamwork
- Technological Savviness
- Diversity Understanding and Appreciation
- Self-Development
- Relational Skills

Activities

Analytical exercises

Along the presentation, the students will fill an ‘EXERCISE’, stressing the most relevant items of each ‘Strategic Analysis of a Company’ presented.

Exercice 'HOMEWORK'.

Quizzes/tests

A FINAL QUIZ (Multiple Choice) will summarize the ‘Strategic Analysis of a Company’ presented along the course.

Group presentations

The teams will present their ‘Strategic Analysis of a Company’ to the class. All other groups have

to bring prior expectations in advance (What do you want to know?).

In-class open sessions. with active participation and engagement.

Essays
Every student will prepare a FINAL EXERCISE ('Strategic Analysis of a Company' (individual).

Content

#	Topic
1	History of the Company: Origin. Foundation. Values. Mission. Targets & Scopes. Projects. Shareholders. Stakeholders. Management, Employees (Human resources). Some figures, business indicators, and statistics (products/services, sales, ebitda, profits, …).
2	Value Added Map: a) Participants (players or decision-makers) (Clients, Suppliers, Competitors, Complementors). Regulators. b) Market structure. Strategic Interaction. Dominant strategies. Mergers & Acquisitions. Alliances. Strategic moves. First-mover advantage. Commitments. Tactics (short-term). c) Entry deterrence. Barriers of Entry. Economies of Scale. Long term relationship. Patents and licenses. Access to critical inputs. Brand loyalty. Product differentiation. Predatory pricing and Price wars. R&D acceleration.
3	'PEST' Analysis: a) Geopolitical b) Legal rules. Antitrust law. c) Economic & Financial d) Socio-cultural & Demography e) Technological f) Environment and Climate change
4	SWOT Analysis: a) Strengths: The internal characteristics which may be deemed favourable for the company. b) Weakness: The internal characteristics which may be deemed unfavourable for the company. c) Opportunities: External characteristics which the organization may use to its advantage. d) Threats: External characteristics which may be potential sources of failure to the company. e) … and Challenges * * * The Porter's Five Forces is also an excellent tool for judging where power lies. If you gain a proper understanding of where the power lies, you can take advantage of the company's strengths. You can also improve your firm's weaknesses. The five different forces which affect business competition are: • Buyer power: The customers' power drive down prices. • Supplier power: The ability of vendors to increase prices of your inputs. • Competitive rivalry: The strength of competition. • The threat of substitution: The degree to which different products and services can be used instead of your offering. • The threat of new entry: How easily new competitors can enter the market.

Assessment

Tool	Assessment tool	Category	Weight %
Group project	Class Presentation ('Strategic Analysis of a Company') ('ppt') (Teamwork)	Retake and ordinary round	20.00%
Learning report analysis	Exercises (in-class) & Active participation (Individual).	Retake and ordinary round	20.00%
Quizzes/tests	Final Quiz ('Multiple Choice') (Individual).	Retake and ordinary round	20.00%

Tool	Assessment tool	Category	Weight %
Final individual project	Final paper (‘Strategic Analysis of a Company’) (Individual).	Retake and ordinary round	20.00%
In-class analysis and discussion of issues	'Homework'	Retake and ordinary round	20.00%

PROGRAMS

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 2 (Optative)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 4 (Optative)
- BBA23 Year 2 (Optative)
- BBA23 Year 3 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 1 (Optative)
- BBA25 Year 2 (Optative)
- BBA25 Year 3 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 4 (Optative)
- DBAI23 Year 2 (Optative)

DBAI25-Double Degree in Business Administration and Business and Artificial Intelligence (Undergraduates: Business)
- DBAI25 Year 2 (Optative)
- DBAI25 Year 4 (Optative)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD20 Year 5 (Optative)
- GBD20 Year 4 (Optative)