



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2026 - 2027

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Strategic Planning
Subject code	IBS-MBA-518
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [First year]
Level	Posgrado Oficial Master
Quarter	Semestral
Credits	2,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Paloma Bilbao
Office hours	Contact by email: pbilbao@comillas.edu
Course overview	Introduction to the application of strategic analysis frameworks and tools to the critical evaluation of companies and their environment

Teacher Information	
Teacher	
Name	José Manuel López García-Silva
Department	Departamento de Gestión Empresarial
E-Mail	jose.lopez@icade.comillas.edu
Teacher	
Name	María Paloma Bilbao Calabuig
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [C-406]
E-Mail	pbilbao@icade.comillas.edu

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
The Strategic Planning course aims at helping students develop the ability to work within complex and dynamic organisational environments; it offers them a chance to explore and understand key issues of business management, and more concretely of strategic management.



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2026 - 2027

The Strategic Planning course represents the first step of the Strategic Management tuition area; therefore, within the MBA curriculum, this course is followed by "Strategy in Action", "Consulting" and "Corporate Governance" courses which are also core courses of the MBA degree. The Strategic Planning course is also strongly related to all the elective courses of the Management track of the MBA curriculum.

Prerequisites

None

Competencies - Objectives

Competences

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG04	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
CG09	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
CG10	Capacity for understanding and analysing international economics and international trade in all their financial, social, cultural, political, legal and environmental dimensions as well as their influence when defining, choosing and implementing the company's strategy.

ESPECÍFICAS

CE01	Conocimiento, comprensión y manejo de las herramientas para diagnosticar la posición competitiva de una compañía y diseñar, confeccionar y ejecutar el plan estratégico de la empresa.
-------------	--



THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

- Topic 1. Business models and the strategic purpose in the age of AI
- Topic 2: Externally scanning the business context: Business Ecosystems - Scenarios
- Topic 3. Internally scanning the business context: Dynamic Capabilities and Strategic Agility - Human-AI Complementarity
- Topic 4. Strategic maps & strategic work

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures

Instructors will promote debate during theoretical lectures. CG01, CG02, CG03, CG04, Syllabus 2020 - 2021
Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Study case/case analysis

Students will work individually on case analysis. They will work in group on a semester-long study case based on a real quoted company. These activities will allow students use and apply all tools and theories into real business cases and situations. Students must come to the group work sessions with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the group work sessions.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Oral Presentations

Each group of students will be compelled to present the study case they have been working on at the end of the semester. They will present it to the rest of the class as well as to the course instructors. Attendance and participation are essential requirements for the effectiveness of the presentation sessions.

CG05, CG08

Non-Presential Methodology: Activities

Group work outside the class: A Case Challenge

Students will study the strategic planning work and outcomes of a real quoted company. This activity will allow students to use and apply all tools and theories to real business cases and situations. Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Individual study and reading

Each student will need to organise their time outside the class in order to do all the pre-readings of each session, and in order to profoundly study the subject: they will have to understand, elaborate, retain and assess all concepts, theories and tools presented and worked in class. The course instructors will recommend some complementary reading.

CG01, CG02, CG03,
CG04, CG08, CG09, CE01



Tutoring

Students will have a chance to meet with the course instructor individually and outside the class if required. These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Collaborative learning

As students will have to work in groups, each of them will have a chance to develop interpersonal working skills while collaborating with their group mates.

CG05, CG06

Service-Learning: the course final exam will cover results of a service-learning project undertaken individually or in groups.

CG01, CG02, CG04,
CG05, CG09

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers
10.00	6.00	4.00
NON-PRESENTIAL HOURS		
Individual study	Analysis and resolution of cases and exercises, individually or collectively	Collaborative learning
10.00	12.00	8.00
ECTS CREDITS: 2,0 (50,00 hours)		

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Final exam	A Case Study Analysis to work individually or in group. In any case, the final assessment will be individual	40
Group Case Study: analysis of a real quoted company strategic planning	Follow-up of the different pieces of work delivered, at least one per topic	30



Class participation	Quality of questions, arguments, examples brought into class sessions	20 %
Oral presentation	Presentation of the main results and conclusions of the study case (strategic planning of a real quoted company) or the final exam case	10

Ratings

Students must pass each and every evaluation activity shown in the table above. Assignments must be delivered in the time and date specified by the course instructor, otherwise, students will get a grade of "0" in the missed assignment.

Re-sits. In case of failure, students can re-sit each failed activity. The final grade weighting will be applied again.

Students with an attendance waiver. Absent students will be assessed only through the "Individual exams" activity, and their final grade will be 100% formed by the grade of this activity. They may take one or two exams, depending on their particular situation.

Plagiarism

Plagiarism will be penalized in accordance with the provisions of the University's General Regulations, Article 168.2.e: "carrying out actions aimed at falsifying or defrauding the systems for evaluating academic performance."

Plagiarism will be considered to exist when:

- Bibliographic references are not included, or the sources consulted for the preparation of the work are not properly cited (whatever the source, it must always be cited).
- There is no clear distinction between the original information and the reworking done by the person submitting the work.
- Some words from the original text are replaced without a genuine reformulation of the content.

Regarding the use of generative artificial intelligence (AI) tools, improper use will be considered a serious offense, according to the University's General Regulations, Article 168.2.e: "carrying out actions aimed at falsifying or defrauding the systems for evaluating academic performance." Any fraudulent or undeclared use of artificial intelligence in unauthorized tasks, especially in final submissions or individual assessments, will be considered a serious breach of academic integrity. The consequences, once proven and after initiating the corresponding disciplinary proceedings, include a failing grade (0) in the subject and the inability to re-sit the subject exam.

In the case of group work, the detection of improper use of these tools will result in the application of the corresponding sanctions (Art. 168.2.e of the University's General Regulations) to all members of the group.

Use of Artificial Intelligence

In the *Strategic Planning course*, Level 2 of the **AI Assessment Scale** (Perkins, Furze, Roe & MacVaugh, 2024) will be applied, corresponding to the **AI Planning** category. This means that the use of artificial intelligence tools (e.g., Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized **exclusively** in specific and initial phases of the various group work processes. These phases include preliminary information searches to develop initial questions and hypotheses, idea generation, assistance in understanding complex texts, and designing presentations for communicating results.

Faculty may request partial submissions of the work/learning activities/consulting report, as well as oral defenses of the projects, in order to verify the actual authorship of the content and ensure the group's learning.



In tasks where AI use is permitted, students must clearly and thoroughly document:

- The name of the tool used (e.g., GPT, Elicit, Scholar AI)
- The prompt or query made
- The section of the work where AI was used
- How the generated content was reformulated or reworked

IMPORTANT: Text generated by AI **may not be directly included** in final evaluable products. AI may be used as a support tool during the drafting process, but it **cannot replace** the student's own academic production.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Whittington, R., Angwin, D., Regnér, P., Johnson, G. & Scholes, K. (2023). Exploring Strategy. Text and Cases, 12th ed., Harlow: Pearson Education.

Complementary Bibliography

The teaching team will indicate to the students the references to books as well as to academic papers and non-academic articles prepared by scientific and business institutions. Also, if necessary, current materials will be provided in class for their work in the classroom.