

**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Making Strategy
Subject code	IBS-MBA-614
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 [Second year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year]
Level	Posgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Carmen Alba Ruiz-Morales
Schedule	appointment via email: caruizmorales@comillas.edu
Office hours	appointment via email
Course overview	Provide participants with a solid experience in the application of the tools and the essential techniques for strategic work. Through the approach to organizational situations and real strategic strategies it is possible to better appreciate how different tools and techniques can be integrated into a more robust and coherent set of strategic options for the company. This practical application also shows how to handle the uncertainties and ambiguities that exist when applying these tools.

Teacher Information	
Teacher	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
Strategic Management has for some time become the dominant paradigm regarding how to understand the development of



business activity, in an increasingly complex and dynamic environment.

More specifically, the Strategic Management model aims to integrate the life of the company in its external context, so that it is capable of responding to both threats and opportunities that may arise, given the strengths and weaknesses with which the company account. Through a holistic view of organizations, students acquire skills for effective performance of management tasks in the corporate area, in the business unit and in the different functional areas.

Likewise, the work methodologies linked to the identification of business problems and the generation of action proposals favor the development of skills required for the exercise of the profession of strategic consulting.

Finally, the set of competencies that the subject seeks to train in students are applicable in any type of company (whatever its size, mission, governance format, type of property, geographic scope, sector of activity, etc.), as well as in public entities and civil society organizations.

Prerequisites

It is important to have taken courses that deal with the fundamentals of the strategic direction of the company (the global environment of the company and Strategic Planning). This subject is also strongly connected with other subjects in the Organization area: Ethics, Business & Society, and Corporate Governance. Having taken them or taking them simultaneously is highly recommended.

Competencies - Objectives

Competences

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation 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.
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.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.

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.
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THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

BLOCK 1: STRATEGY FORMULATION



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

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CIHS

Syllabus 2026 - 2027

Topic 1: Analysis of the company's competitive strategy

Strategy and competitive advantage

Generic competitive strategies: costs and differentiation

Digital strategy and business models

Topic 2: Corporate Strategy Analysis

Field of activity and directions of development

The value of the corporation

Methods of development

Internationalization strategies

BLOCK 2: IMPLEMENTATION OF STRATEGIES

Topic 3: Implementation and strategic control

Typologies of organizational structures

Corporate culture

Strategic implementation

Strategic control

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures

Analysis and resolution of individual and collective cases

Oral presentations of topics, cases and papers

Academic tutorship

CG01, CG03, CG05,
CG08, CE01



Non-Presential Methodology: Activities

Individual study and structured reading	CG01, CG03, CG05, CG08, CE01
Monographic and research papers	

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers
12.00	12.00	6.00
NON-PRESENTIAL HOURS		
Individual study and organized reading	Collaborative learning	Monographic and research work, individual or group work
20.00	15.00	10.00
ECTS CREDITS: 3,0 (75,00 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
Group case evaluation (minimum two cases)	Group evaluation of the cases and oral defense	30 %
Active participation of the student in the classroom	Individual evaluation	20 %
Final exam	Final case resolution Individual evaluation	50 %



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Ratings

Students will have two opportunities to pass the course: one during the regular teaching period and the other in a resit evaluation period that will take place in the month of June/July.

To pass the course during the ordinary teaching period, the student must obtain a minimum grade of 5 in all the defined evaluation systems (class participation, the final exam and proposed projects/assignments).

Those students who do not pass this first evaluation may repeat the individual exam and/or the project/activities defined by the teacher in the June/July resit period. The grades obtained by the students in the rest of the components of the evaluation -with their corresponding weightings in the final grade- will be maintained in this second evaluation.

Students with a waiver for class attendance will be graded based on the final exam.

Regarding the use of generative artificial intelligence (AI) tools, any 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 academic performance evaluation systems."* 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 honesty. The consequences, once evidence is established and the corresponding disciplinary proceeding is opened, will entail a failing grade (0) in the course and the impossibility of sitting for the following examination session of the same course. In the case of group work, it is noted that the detection of improper use of these tools will result in the application of the corresponding sanctions (Article 168.2.e of the University's General Regulations) to all members of the group.

Below are the specific conditions for the use of AI in each phase of the teaching-learning process in the course **Strategy in Action**:

Specifically, in the course **Strategy in Action, Level 2 of the AI Assessment Scale (Perkins, Furze, Roe & MacVaugh, 2024)** will apply, corresponding to the *AI Planning* category. In particular, the use of artificial intelligence tools (e.g., Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized **exclusively in specific and initial stages of group work processes**, related to preliminary information searches for developing initial questions and hypotheses, idea generation, facilitating the understanding of complex texts, and designing presentations for communicating results.

Faculty may require partial submissions of assignments/learning activities/consulting reports, as well as oral defenses of projects, in order to verify the actual authorship of the content and ensure that the group has effectively engaged in the learning process.

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

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

IMPORTANT: AI-generated text may not be incorporated directly into final graded products. AI may be used as a support tool during the drafting process, but it cannot replace the student's own academic production. This approach is intended to ensure that students develop not only technical skills in the use of AI tools, but also critical, ethical, and reflective competencies for their application in academic and professional contexts within the field of **Strategy**.



BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2023). Exploring Strategy. Text and Cases, 13th ed., Harlow: Pearson Education.

Complementary Bibliography

Additional readings selected by professors, Harvard Business Review and others.