



COMILLAS

UNIVERSIDAD PONTIFICIA

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CIHS

GUÍA DOCENTE
2025 - 2026

FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Nombre completo	Análisis Estratégico / Strategic Analysis
Código	FCEE-BA-511
Título	Grado en Análisis de Negocios / Business Analytics por la Universidad Pontificia Comillas
Impartido en	Grado en Análisis de Negocios/Business Analytics y Grado en Derecho [Cuarto Curso] Grado en Análisis de Negocios/Business Analytics y Grado en Derecho [Quinto Curso]
Nivel	Reglada Grado Europeo
Cuatrimestre	Semestral
Créditos	3,0 ECTS
Carácter	Obligatoria (Grado)
Departamento / Área	Departamento de Gestión Empresarial
Responsable	Amparo Merino
Horario	Consultar a tal efecto los horarios de los diferentes grupos y titulaciones en los que se imparte.
Horario de tutorías	Consultar a tal efecto el horario de atención de alumnos establecido por cada profesor.
Descriptor	Knowledge and understanding of the keys of business management, along with the language of strategy and strategic direction, that facilitate the development of students' ability to work in complex, digital, dynamic and interrelated organizational environments. More precisely, strategic analysis models and strategic and data analysis tools are introduced, applied to the critical assessment of organizations and to the identification of opportunities and competitive threats arising from different levels of environment, thus recognizing the impact of both dimensions (Internal and external) on the strategy of organizations. The context in which strategic work is developed is complemented by other factors that emanate from the mission, the vision, the objectives, and the relationship with the stakeholders and the corporate culture, among others.

Datos del profesorado	
Profesor	
Nombre	José Manuel López García-Silva
Departamento / Área	Departamento de Gestión Empresarial
Correo electrónico	jose.lopez@icade.comillas.edu
Profesor	
Nombre	Alfonso Carcasona García
Departamento / Área	Departamento de Gestión Empresarial
Correo electrónico	acarcasona@icade.comillas.edu
Profesor	
Nombre	Juan Antonio Gil Serra
Departamento / Área	Departamento de Gestión Empresarial
Correo electrónico	jagil@icade.comillas.edu
Profesor	



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Nombre	Mario Álvarez Fernández
Departamento / Área	Departamento de Gestión Empresarial
Correo electrónico	alvareMario@icade.comillas.edu

DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura

Aportación al perfil profesional de la titulación

Strategic Management has become the dominant paradigm regarding how to understand the development of business activity, in an increasingly complex, digital and dynamic environment. This complexity derives from competitive but also social, environmental, technological or political challenges, with data analysis occupying a growing role in strategic decision-making. Thus, the field of Strategic Management aims to integrate the life of the company into its external context, so that it is capable of interacting with it from a deep understanding of its strategic purpose, its business model and its resources and capabilities. Remarkably, the work of strategic analysis integrates controversies and ethical dilemmas that the multiplicity of perspectives, actors and dimensions involved in the strategic analysis implies.

Prerrequisitos

None

Competencias - Objetivos

Competencias

GENERALES

CG01	Capacidad de organización y planificación en la identificación de problemas en el contexto de datos masivos	
	RA1	Describe, relaciona e interpreta situaciones y planteamientos de nivel medio
	RA2	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas
	RA3	Es capaz de enfrentarse con el estudio analítico de casos y escenarios, así como de llevar a efecto síntesis de información y de datos, empleando los conceptos adecuados.
CG04	Capacidad para elaborar proyectos e informes de manera oral y escrita, difundiendo estas ideas a través de canales digitales	
	RA1	Es capaz de buscar y analizar información procedente de fuentes diversas, haciendo un uso eficaz de las herramientas digitales
	RA2	Discierne el valor y la utilidad de diferentes fuentes y tipos de información, contrastándolas, analizándolas críticamente e incorporando valoraciones propias.
	RA3	Incorpora la información a su propio discurso, citando adecuadamente las fuentes que utiliza
CG06	Habilidades interpersonales en la sociedad de la información: escuchar, argumentar y debatir	



	RA1	Utiliza el diálogo para colaborar y generar buenas relaciones, escuchando las opiniones de los demás y estableciendo diálogos constructivos
	RA2	Comunica sus ideas de manera efectiva y argumentada
	RA3	Conoce la técnica del debate y la oratoria y sabe emplearla en cuestiones profesionales
CG08	Capacidad crítica y autocrítica en la sociedad de la información	
	RA1	Identifica los supuestos y las limitaciones de métodos y teorías
	RA2	Identifica, establece y contrasta hipótesis, variables y resultados de manera lógica y crítica
	RA3	Es capaz de construir un discurso propio, en un contexto de intercambio de opiniones.
CG09	Compromiso ético en la sociedad de la información	
	RA1	Persigue la excelencia en las actuaciones profesionales
	RA2	Se preocupa por las consecuencias que su actividad y su conducta pueden tener para los demás
	RA3	Incorpora en su discurso y en sus propuestas de actuaciones, las consecuencias que las mismas pueden tener para los distintos stakeholders de una organización global
ESPECÍFICAS		
CE04	Conocer y aplicar las herramientas de apoyo al directivo para el análisis estratégico externo e interno orientado a la planificación de la estrategia de la empresa en un entorno digitalizado y global	
	RA1	Reconoce y aplica las distintas herramientas de apoyo al directivo de empresa para la planificación estratégica y las relaciona con elementos concretos dentro de situaciones empresariales reales.
	RA2	Conoce herramientas de analítica de datos (o combinaciones de ellas) para la visualización de información, el análisis de redes y para la clasificación y predicción, y entiende cómo aplicarlas al diagnóstico y evaluación del entorno competitivo y a la definición de estrategias competitivas y corporativas
	RA3	Valora las limitaciones de dichas herramientas de planificación y provoca las condiciones en que se puede hacer un uso óptimo de las mismas
	RA4	Comprende cómo y por qué el entorno y los propios recursos de la empresa pueden fomentar u obstaculizar una planificación y una toma de decisiones eficientes

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos



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Topic 1: Business models, strategic purpose and the concept of the strategy

Strategy is a multifaceted notion, involving different definitions, approaches, levels, and theoretical lenses, which are addressed in this topic. The strategic management work starts from the WHY of the strategy, going through the definition and critical analysis of the company's business model based on its strategic purpose. The controversies involved in this definition related to the approach to stakeholders and to the position of the firm regarding its role in society are made explicit.

Topic 2: Models of external analysis

This topic includes the main theoretical models and tools to deeply understand the complex and dynamic environment in which the organization operates. It is structured around the different levels of the environment, namely the macro environment, the industry and the market. Understanding these models for external analysis enables students to critically identify and assess emerging opportunities and threats, in order to define appropriate courses of action.

Topic 3: Models of internal analysis

The strategic internal analysis draws upon the resource-based view of the firm, which analyzes and interprets the internal resources of the organizations and emphasizes their resources and capabilities in formulating a strategy to achieve sustainable competitive advantages and to integrate the organization into their complex, changing and multidimensional environment. The topic addresses models and tools that enable students to identify the inventory of resources and capabilities of a company, including their dynamic capabilities to adapt to changing environments, as well as to understand and critically evaluate the potential of these resources and capabilities to create sustained competitive advantages and social value.

METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura

The subject approach is practical, focused on the student learning, promoting autonomy and active participation, to guide them on the development of the aforementioned skills. For that purpose, the following activities will be developed:

Metodología Presencial: Actividades

AF1. Lectures in which the lecturer defines and clarifies concepts and specific terminology, identifies the main debates and lines of thought on the subject in question and illustrates their explanations with examples and experiences related to the content. The lecturer interacts with students, promoting their active participation in discussing, debating and expanding on the various aspects of the most complex, polemical and multidimensional contents or contents with a significant ideological component.

CG04, CG06, CG08,
CG09, CE04

AF2. Case-study analysis and resolution posed by the lecturer and/or firms specialized on strategic consulting using the appropriate materials for each case with the objective of enabling the students (working in a group, individually or guided by the lecturer) to put into practice the knowledge they have acquired, identifying problems, evaluating and debating alternatives and arguing the selection of different proposals. Sessions on guided work will be developed in groups. Students will answer in writing specific questions on real cases. During the sessions, the teacher will answer questions and solve problems, stimulating the learning process. It is key that each student reads and prepares the material before the session.

CG01, CG04, CG06,
CG08, CG09, CE04

AF3. Oral expositions. Individually or in groups, students present to the classroom practical applications of the theoretical and analytical models to real organizations, facilitating debates in the classroom around evaluations of cases and proposals for addressing the identified challenges.

CG01, CG04, CG06,
CG08, CG09, CE04



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Metodología No presencial: Actividades

AF4. Independent study. Reading of basic documents and complimentary materials suggested by the teaching staff (or searches suggested for the students) with the objective of enabling the student to understand and think about the key content of the subject, acquiring the fundamental theories needed to tackle the different activities carried out during the course. On the resource web page of the subject, the students will find documentation, materials and practical cases.

CG01, CG04, CG08,
CG09, CE04

AF5. Academic tutorial sessions aimed at solving problems and problems that arise through the learning process as well as to teach certain skills. The student's decision to use or not the tutorials will have no incidence on the grade.

CG08, CE04

AF8. Strategic consulting exercises. Oriented to the application of the contents of the subject, in cooperation with well-known consulting companies.

CG01, CG04, CG06,
CG08, CG09, CE04

RESUMEN HORAS DE TRABAJO DEL ALUMNO

HORAS PRESENCIALES	
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas
15.00	15.00
HORAS NO PRESENCIALES	
Estudio individual y/o en grupo y lectura organizada	Ejercicios y resolución de casos y de problemas
20.00	25.00
CRÉDITOS ECTS: 3,0 (75,00 horas)	

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

El uso de IA para crear trabajos completos o partes relevantes, sin citar la fuente o la herramienta o sin estar permitido expresamente en la descripción del trabajo, será considerado plagio y regulado conforme al Reglamento General de la Universidad.

Actividades de evaluación	Criterios de evaluación	Peso
Final written exam: with a practical orientation and based on practical cases. It will allow the student to demonstrate knowledge applied to problems related to strategic analysis.	Understanding and ability to relate essential course ideas Using detailed, structured, logical and fundamental arguments within an adequate theoretical and analytical framework	50



Analysis of cases: Practical applications of the contents, models and tools developed during the course. The cases are included on proposal of the professor, of prestigious consultants, and the follow-up of a real company at the choice of each working group. The final grade will be the average of all cases solved during the course.	Depth of analysis grounded on diverse and quality sources of information Logic argumentation using the appropriate theoretical and analytical frameworks Rigor of evaluations, identification of challenges and proposals for solution	30
Individual work. Active participation in the classroom, and in the digital media of the subject.	• Proactivity • Appropriateness • Respect for others' opinions • Critical thinking	10
Students participation in group assignment presentations. Students will make oral presentations in the semester. The schedule of the subject will establish the sessions in which these presentations will take place.	• Proactivity. • Rigor in presentation. • Group work and time management. • Stimulate debate after presentation.	10

Calificaciones

GENERAL RULES TO BE OBSERVED IN THE DEVELOPMENT OF LEARNING ACTIVITIES

For the normal development of classroom sessions, the teaching team of this course values a proactive attitude of listening and participation, which fosters engagement with the reflections shared around the course content. In this regard, the use of electronic devices will be considered negatively if it occurs outside the moments expressly designated for such purposes within the class context.

Furthermore, it is reminded that plagiarism will be penalized in accordance with the provisions of the University's General Regulations, Article 168.2.e: *"engaging in actions intended to falsify or defraud the systems of academic performance assessment."* Plagiarism will be deemed to exist when:

- Bibliographic references are not included and sources consulted for the preparation of the work are not properly cited (whatever the source, it must always be cited).
- No clear distinction is made between the original information and the reworking carried out by the student submitting the work.
- Only some words of the original text are replaced without a genuine reformulation of the content.

With respect to the use of generative artificial intelligence (AI) tools, their improper use will be considered a serious offense, according to the University's General Regulations, Article 168.2.e: *"engaging in actions intended to falsify or defraud the systems of academic performance assessment."* Any fraudulent or undeclared use of AI in unauthorized tasks, especially in final submissions or individual assessments, will be regarded as a serious breach of academic integrity. The consequences may include temporary suspension of up to three months or a prohibition from attending the next examination session following the sanction, in one or more courses in which the student is enrolled. It will also result in a failing grade (0) in the respective course and the impossibility of taking the next examination session for that course. In the case of group work, it is noted that the detection of improper use of these tools will result in the corresponding sanctions (Art. 168.2.e of the University's General Regulations) being applied to all members of the group.

The specific conditions for the use of AI at each stage of the group project, as outlined in the course syllabus and classroom instructions, are detailed below:



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Specifically, in the Strategic Analysis course, **Level 2 of the AI Assessment Scale** (Perkins, Furze, Roe & MacVaugh, 2024) will be applied, 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 at certain stages of the group work process**, related to information search for the development of initial questions and hypotheses, facilitating the understanding of complex texts, and designing presentations for communicating results. Under no circumstances will it be permitted to incorporate AI-generated content directly into the final version of tasks or assessments, without an individual reworking process.

Faculty may require partial submissions of the work, as well as oral defenses of the projects, in order to verify the actual authorship of the content and ensure learning on the part of the group.

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 made;
- The section of the work in which AI was employed;
- The way in which the AI-generated content was reformulated or reworked.

IMPORTANT: AI-generated text may not be incorporated directly into final assessable outputs. AI may be used as a support tool during the elaboration process, but it cannot replace one's own academic production.

The purpose of this approach is for students to develop not only technical skills in the use of AI tools, but also critical, ethical, and reflective competences for their application in the academic and professional field of Strategic Management.

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

Whittington, R.; Regner, P.; Angwin, D.; Johnson, G.; Scholes, K. (2020). *Exploring Strategy- Text & Cases / Text Only*, 12th edition. Harlow: Pearson Education Limited.

This textbook is available in printed and electronic version.

Academic articles and other sources of information will be posted on Moodlerooms. They can also be provided in class. These materials will be used according to the course schedule.

The presentations used during the classes will be provided via Moodlerooms.

Bibliografía Complementaria

Academic articles, web resources and complementary materials will be available via Moodlerooms, academic data bases, or provided in class. These materials will be used according to the course schedule.

En cumplimiento de la normativa vigente en materia de **protección de datos de carácter personal**, le informamos y recordamos que puede consultar los aspectos relativos a privacidad y protección de datos que ha aceptado en su matrícula entrando en esta web y pulsando "descargar"

[https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)