



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2025 - 2026**

## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Consulting
Subject code	E000011583
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [Second year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [Second year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Juan Antonio Gil Serra
Schedule	Continuous availability through mail
Office hours	Continuous availability through mail
Course overview	Consulting will provide students with a solid experience when applying the main tools and techniques for strategic work. Addressing real strategic and organizational challenges, the students will realize how those tools and techniques can be integrated, to build a robust and coherent set of strategic options for a company. This approach will also drive the consideration and management of uncertainty and risks associated to the potential managerial solutions.

Teacher Information	
Teacher	
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Teacher	
Name	Juan Antonio Gil Serra
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## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
This course promotes the development of both technical and non-technical competences, to work in any type of company or organization,



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public or private, with a clear need to undertake managerial transitions and/or change management. The overall umbrella for the course resides in the General Management discipline and, more specifically, it relates to Strategic Planning and Strategy in Action. It closes the itinerary of the discipline, and materializes, together with Strategy in Action, the ability of the students to use -in actual situations- the relevant strategic models and tools.

### Prerequisites

The course closes the logic path and itinerary of Strategy, prior to Corporate Governance, and materializes, jointly with Strategy in Action, the ability to use in real company situations the concepts, tools and frameworks for strategic planning and management. Therefore, before taking the Consulting course, students must have taken a course on the foundations of strategic planning as well as some courses on the basics of the company management.

### Competencies - Objectives

#### Competences

##### GENERALES

<b>CG01</b>	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
<b>CG02</b>	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
<b>CG03</b>	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.
<b>CG04</b>	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.
<b>CG05</b>	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
<b>CG06</b>	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
<b>CG09</b>	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
<b>CG10</b>	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

<b>CE01</b>	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

#### PART 1: VALUE BASED CONSULTING

- 1.- Consulting activity as a process and a function: creating value
- 2.- Business diagnosis and profitable growth
- 3.- Implementing solutions: strategic scorecard
- 4.- A consulting project in practice

#### PART 2: INNOVATION AND CHANGE MANAGEMENT IN CONSULTING PROCESSES

- 5.- Innovation as a tool for consulting
- 6.- Leading change: implementation of consulting projects

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### In-class Methodology: Activities

Lectures. In each session, the different concepts, frameworks and tools relevant for the discussion of cases, will be discussed. This review will summarize key concepts and methodologies covered in the rest of courses within the General Management and Strategy area. Each student should be able to apply them, leveraging this "suitcase of resources".

The professor will assess the fit and convenience of each resource used for the different consulting projects and situations, based on his previous experience in consulting and in the corporate arena. This methodological approach will allow the student to integrate knowledge from different disciplines, overcoming the sequential approach and way of thinking to develop and implement consulting projects.

Case Discussions. Cases (both long and short) will be used in the sessions, to apply all the different stages of the consulting process. Cases will be prepared individually or in groups, depending on each case. Specific questions related to the consulting process will be provided, so the student (or the group) can prepare ahead of the session, the solution / improvement initiatives for each case.

This preparatory work will be key to really take advantage of the course; it will be discussed during the session, encouraging the participation of the students and/or presentations in groups.

The student will develop his/her own conclusions and takeaways, applicable to specific managerial situations

CG01, CG02, CE01

CG01, CG02, CG03,  
CG04, CG08, CG09,  
CG10, CE01



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after each session.

Optional assignments and research exercises. In each session, several relevant topics will be proposed to the class, so they can be analyzed and developed by the students. This will promote the initiative of the students to complement, to develop and to work concepts and content that will emerge during the sessions. The proposed topics will be presented in class, individually or in groups, and will then be discussed.

Guest speakers. In some of the classes, professionals from the consulting industry could be invited by the professor, in order to address some of the key topics related to the consulting process.

Following the participation of guest speakers, each student will prepare a brief summary of the major ideas addressed and discussed during the class.

CG04, CG09, CG10, CE01

CG02, CG04, CG09,  
CG10, CE01

### Non-Presential Methodology: Activities

Case analysis, preparation and documentation. The student will prepare each consulting initiative applied to each case. This will include not only reading the case, but also preparing the responses to the proposed questions, building upon the research activity conducted and the documentation process using concepts and tools as appropriate.

Initiative and ability to integrate different tools and approaches when analyzing and solving the case will be valued. This is a critical aspect in consulting, as one of the key objectives is to regard this discipline as an integrated and systemic subject, that relies upon a solid and structured process for analysis and resolution.

Academic Tutorials. Support available from the professor, on an individual basis, to guide the students and to solve questions, related to any of the topics or activities associated to this course. Specific dates and location will be defined upon request.

Optional assignments. When a student undertakes an assignment related to the research on any of the proposed topics, he/she will present the key conclusions within the agreed deadlines, following the content and format defined jointly with the professor. These assignments will be either individual or in groups.

CG02, CG04, CG08, CE01

CG01, CG02, CG03,  
CG04, CG08, CG09,  
CG10, CE01

CG09, CG10, CE01

### SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively	
13.00	17.00	
NON-PRESENTIAL HOURS		
Individual study and organized reading	Analysis and resolution of cases and exercises, individually or collectively	Monographic and research work, individual or group work
10.00	20.00	15.00
ECTS CREDITS: 3,0 (75,00 hours)		

### EVALUATION AND CRITERIA



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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
Attendance and active participation in the Classroom	Attendance (50%) and quality and quantity of arguments discussed during the sessions (50%)  Individual assessment	20
Tasks and activities developed in teams	Depth and quality of the group tasks done throughout the course (cases, exercises, presentations...)  Group assessment	30
Tasks and activities developed individually	Knowledge and quality shown in the individual tasks (individual exam, cases, exercises, quizzes, etc.)  Individual assessment	50

### Ratings

Students will have **two opportunities to pass the course**: one during the teaching period and another during the exam period that will take place in July.

**In order to pass the course during the teaching period, a minimum grade of "5" is required on each of the assessment activities described above.**

Those students who have not passed the course in the first evaluation period will have **to repeat the exam on the July re-sit summon**. Grades obtained by the student on the rest of assessment activities – with its associated weights- will be maintained on this second evaluation.

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

#### Special Note on the use of AI Tools:

- The misuse / fraudulent use of Chat GPT and/or any other IAG in the activities being evaluated will be considered a serious misconduct, according to the "Reglamento General de la Universidad, art. 168.2.e". In addition to the consequences stated in this "Reglamento General", the evaluation for the course will be Fail (with a score of 0); and also the prohibition to take the exam for this subject in the following term.



- The potential use of AI tools in this subject will be the one corresponding to level 3 (AI Collaboration) in the AI Assessment Scale (Perkins, Furze, Roe & Mac Vaugh, 2024). According to this level, AI may be used to help complete the task, including idea generation, drafting, feedback, and refinement. Students should critically evaluate and modify the AI suggested output, demonstrating their understanding.

## **BIBLIOGRAPHY AND RESOURCES**

### **Basic Bibliography**

Smith, B., 2013. Hands-On Consulting : Learning and Applying the Practice of Management Consulting. Boston: Pearson.

### **Complementary Bibliography**

Arjona, M. (2013), La Estrategia Expresionista, Ed. Díaz de Santos.

Rasiel, E. & Friga, P. (2002), The McKinsey Mind, McGraw-Hill.

Cosentino, M. (10th Edition, 2018), Case in Point - Complete Case Interview Preparation, Burgee Press.

Zelazny, G. (2001), Say it with charts: the executive guide to visual communication, McGraw-Hill.

Turner, A. (1982), Consulting is more than giving advice, HBR Article.

Technical notes, references to web pages, videos and other bibliography will be provided throughout the course