

**COMILLAS**

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Strategic Consulting
Subject code	E000012133
Main program	Grado en Análisis de Negocios/Business Analytics
Involved programs	Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Fifth year]
Credits	3,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Rafa Vara
Office hours	Continuous availability through mail
Course overview	To provide participants with an approach to the practice of strategic consulting and a solid experience in the application of essential tools and techniques. Presentation of the consulting activity and its different areas of specialization through the approach of real organizational and strategic situations, it is possible to better appreciate how the different tools and techniques can be integrated in order to build a more robust and coherent set of tools and strategic options for the company. This practical necessarily also leads to learning how to manage the uncertainties and ambiguities that exist in applying these tools.

Teacher Information	
Teacher	
Name	Rafael Vara García
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
E-Mail	rvara@icade.comillas.edu
Phone	

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
Consulting, with its traditional lines of business (strategic; HR; processes and operations) and its fastest growing areas (new business models; ICT and systems implementation; outsourcing), presents an attractive alternative for relationships with clients in multiple sectors of activity with which the possibility of "making the leap" to the corporate world is valued subsequently as a manager of large companies (former clients).
OBJECTIVE: To know and practice the models, processes and essential technical tools for competitive exercise of the consulting, focusing on the generation of practical and operative solutions to real business problems.



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

Prerequisites

Fundamentals of Business Management and Business Administration

Competencies - Objectives

Competences

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.
CG02	Capacidad de análisis de datos masivos procedentes de diversas fuentes: texto, audio, numérica e imagen	
	RA1	Identifica y define, adecuada y proactivamente, un problema y sus posibles causas
	RA2	Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación
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		
CEO08	Conocer y practicar los modelos, de los procesos y de las herramientas esenciales del ejercicio de la consultoría, orientándose a la generación de soluciones a problemas empresariales.	
	RA1	Conoce y comprende las claves y los procesos propios del ejercicio de la consultoría estratégica.
	RA2	Es capaz de analizar críticamente una problemática empresarial real y aportar soluciones concretas, poniendo en práctica los instrumentos y las metodologías más actuales

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

PART 1: VALUE BASED CONSULTING

- 1.- Consulting activity as a process and a function: Value Based Consulting
- 2.- Business diagnosis and profitable growth
- 3.- Implementing solutions: strategic scorecard and company performance
- 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 and change management

TEACHING METHODOLOGY

General methodological aspects of the subject

Lectures. In each session, the different concepts, frameworks and tools relevant for the discussion of cases, will



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2025 - 2026

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 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.

Non-Presential Methodology: Activities

Case analysis, preparation and documentation. The student will prepare each consulting initiative applied to each case. This will include no 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



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026

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.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de Carácter expositivo	Ejercicios y resolución de casos y de problemas	
13.00	17.00	
NON-PRESENTIAL HOURS		
Estudios individual y/o en grupo, y lectura organizada	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos
10.00	15.00	20.00
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
The active participation of the student is evaluated: his attitude to learn and deepen to learn, the ability to debate and the capacity to generate ideas and propose solutions.	Attendance (50%) and quality and quantity of arguments discussed during the sessions (50%) Individual assessment
Tasks and activities developed in teams	Depth and quality of the group tasks done throughout the course (cases, exercises, presentations...) Teacher's subjective assessment Group assessment
Objective knowledge acquired is	Final Exam



evaluated by means of an exam on the material taught in class.	Individual assessment
Individual test to be developed towards the middle of the of the course. The teacher will explain the methodology of the test with enough time to prepare for it.	Objective and individual assessment.

Ratings

A score equal or higher than "5.0" in each evaluation block will be required to pass the subject.

Students not achieving the defined requirements:

Those students that do not fulfill all the requirements set above, will have a second opportunity to pass the course.

In this recovery/second opportunity, the students will complete an individual exam that will cover all the contents of the course. A minimum score of 5.0 is required to pass the subject.

- NOTE: About the improper use by students of Chat GPT and/or any other IAG in all evaluation activities: it will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e: "carrying out actions aimed at falsifying or defrauding the systems of evaluation of academic performance". The consequences of this will be "temporary expulsion for up to three months or the prohibition to take an exam in the following call to the imposition of the sanction, in one or more subjects in which the student is enrolled, [...] in addition to the grade of failure (0) in the respective subject, [...] [and] the prohibition to take the exam in the following call".

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
The Work Plan and Schedule will be presented in the first session of the course.		

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

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

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

Complementary Bibliography

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

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



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus 2025 - 2026

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.

Chan Kim, W. Mauborgne, R (2015). La Estrategia del Océano Azul. Ed. Profit

Sinek, S. (2018). Empieza con el Por Qué. Ed. Empresa Activa

Rumlet, R. (2011). Good Strategy, Bad Strategy. Ed. Profile Books LTD.

Doerr, J. (2018). Measure What Matters. Ed. Penguin.

Scharmer, O. (2016). Teoría U. Ed. Eleftheria

Senge, P. (2009). Quinta disciplina en la práctica. Ed. Granica

Avinash, K. Nalebuff, J. (2010). The Art of Strategy. Ed. Norton & Company

Avinash, K. (1993). Pensar estratégicamente. Ed. Antoni Bosch

Niven, P. (2014). Balanced Scorecard Evolution. Ed. Wiley.

Render, B. (2016). Métodos cuantitativos para negocios. Ed. Pearson

Ismail, S. (2016). Organizaciones Exponenciales. Ed. Bubok

Lewrick, M. (2020). The Design Thinking Toolbox. Ed Wiley.

Magretta, J. (2012). Understanding Michael Porter. Ed. Harvard Business School.

Lindgren, M. (2009). Scenario Planning. Ed. Palgrave macmillan.

Effron, M. (2018). 8 Steps to High Performance. Ed. HBR Press.

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data that you have accepted on your registration form by entering this website and clicking on "download"

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792>