



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Strategic Analysis
Subject code	E000006866
Main program	<a href="#">Bachelor's Degree in Business Administration and Management</a>
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Third year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fourth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Third year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Fourth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Third year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Third year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Compulsory
Department	Departamento de Gestión Empresarial
Coordinator	Amparo Merino de Diego
Schedule	Consultar a tal efecto los horarios de los diferentes grupos y titulaciones en los que se imparte.
Office hours	Consultar a tal efecto el horario de atención de alumnos establecido por cada profesor.
Course overview	The course aims to facilitate the understanding of the key issues of strategic management and the language of strategy, in order to develop students' ability to work in complex, dynamic and interrelated organisational environments, with multiple actors, perspectives and interests involved. Environments marked by profound competitive, social, political, technological and environmental challenges, as well as by the growing impact of big data on strategic processes. More precisely, models and tools of strategic analysis are introduced, applied to the critical evaluation of organisations and to the identification of opportunities and threats derived from the different levels of the environment. The analysis of the capacities of the organization and the context in which it operates is completed with the conditions that emanate from the purpose of the company, its ownership structure, its business model and its position regarding the social value that the organization creates.

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# COMILLAS

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**Syllabus**  
**2022 - 2023**

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## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>Strategic Business Management is the dominant paradigm for understanding the development of business activity in an increasingly complex and dynamic environment. A complexity derived from profound competitive challenges, but also social, environmental, technological and political, with data analysis playing an increasingly important role in strategic decision making. Thus, the discipline of Strategic Management aims to integrate the life of the company in its external context, so that it is able to interact with this complex and changing environment from a deep understanding of its strategic purpose, its business model, and its position of resources and capabilities.</p>

Competencies - Objectives		
Competences		
GENERALES		
<b>CG01</b>	Capacidad de análisis y síntesis	
	<b>RA01</b>	Comprende pormenorizadamente el material bibliográfico propio de la materia
	<b>RA02</b>	Ordena, clasifica y resume de manera lógica y coherente los contenidos del material bibliográfico propio de la materia
<b>CG02</b>	Resolución de problemas y toma de decisiones	
	<b>RA01</b>	Es capaz de identificar las limitaciones que afectan a la toma de decisiones y de buscar una decisión satisfactoria
	<b>RA02</b>	Toma decisiones y resuelve problemas prácticos haciendo uso de contenidos teóricos y conforme a metodologías reconocidas de resolución de problemas
<b>CG04</b>	Capacidad de gestionar información proveniente de fuentes diversas	
	<b>RA01</b>	Busca y utiliza documentación de distintas fuentes, proveniente de diversas vías, para sus actividades de aprendizaje, discriminando conforme a su valor y a la utilidad de cada una de ellas
	<b>RA02</b>	Desarrolla pensamiento crítico, cuestionando la información gestionada, generando conclusiones y puntos de vista propios
	<b>RA03</b>	Es claro, preciso, exacto y relevante en el uso de la información, profundizando con lógica e imparcialidad



<b>CG06</b>	Comunicación oral y escrita en la propia lengua	
	<b>RA01</b>	Se expresa por escrito con precisión, con corrección gramatical y ortográfica y de forma estructurada, inteligible y convincente
	<b>RA02</b>	Se expresa oralmente con soltura, fluidez y claridad y de forma estructurada, inteligible y convincente
	<b>RA03</b>	Se comunica eficazmente al idear soluciones a problemas complejos
<b>CG09</b>	Habilidades interpersonales: escuchar, argumentar y debatir	
	<b>RA01</b>	Expone sus opiniones de forma razonada y sintética
	<b>RA02</b>	Se muestra abierto e interesado por las opiniones y aportaciones de los demás, enriqueciendo también así su propia argumentación
<b>CG10</b>	Capacidad de liderazgo y trabajo en equipo	
	<b>RA01</b>	Participa y contribuye de forma activa y profesional al trabajo de grupo, compartiendo con los otros miembros información, conocimientos y experiencias
	<b>RA02</b>	Contribuye al establecimiento de procesos cooperativos y a la consecución de acuerdos y objetivos comunes, con escucha activa y con comunicación eficaz
<b>CG11</b>	Capacidad crítica y autocrítica	
	<b>RA01</b>	Evalúa el trabajo y las ideas propios y los de los demás
	<b>RA02</b>	Es capaz de realizar el proceso de dar y recibir feedback de forma asertiva, mejorando la integración y la confianza de los grupos de trabajo
<b>CG12</b>	Compromiso ético	
	<b>RA1</b>	Comprender y valorar perspectivas culturales e ideológicas distintas
	<b>RA2</b>	Implicarse personalmente en la búsqueda de soluciones que manifiesten una clara sensibilidad a los aspectos humanos de los asuntos y problemas tratados
<b>CG14</b>	Capacidad para aprender y trabajar autónomamente	
	<b>RA01</b>	Busca y encuentra recursos adecuados para el desarrollo eficaz de sus actividades de aprendizaje
	<b>RA02</b>	Desarrolla las habilidades necesarias para la investigación independiente
<b>CG17</b>	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
	<b>RA01</b>	Argumentar de manera independiente y crítica sobre conceptos y teorías diversas



	<b>RA02</b>	Conocer y aplicar diferentes teorías, modelos y herramientas en la resolución de problemas prácticos
<b>ESPECÍFICAS</b>		
<b>CE14</b>		Conocimiento y aplicación de las herramientas de apoyo al directivo para la definición, la implantación y el control de la estrategia de la empresa
	<b>RA01</b>	Reconoce y aplica eficazmente modelos y herramientas de análisis estratégico, orientados a la evaluación crítica de las organizaciones y a la identificación de las oportunidades y de las amenazas competitivas derivadas de los diferentes niveles de entorno
	<b>RA02</b>	Reconoce y argumenta críticamente cómo la misión, la visión, los objetivos, la relación con los stakeholders y la cultura corporativa, entre otros factores, condicionan la formulación y la evaluación de la estrategia
	<b>RA03</b>	Comprende la estrategia de la empresa como un proceso social y político negociado, que aspira al logro de una ventaja competitiva sostenible, ligado a un alto grado de compromiso de todos los participantes

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### INTRODUCTION TO BUSINESS STRATEGY

##### Topic 1: Business models and strategic purpose

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 analysis and reflection on the ideological position of the company regarding its role in society, and how value is created, configured and captured as a consequence, are central to the definition of the strategic purpose. The controversies and ethical dilemmas involved in this definition related to the approach to stakeholders and the influence of the ownership structure are made explicit.

##### Topic 2: The concept of strategy

Strategy is a multifaceted notion, involving different definitions, approaches, levels, and theoretical lenses. This topic addresses the notion of strategy and how it works in practice.

#### MODELS FOR STRATEGIC ANALYSIS

##### Topic 3: 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 4: Internal analysis

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 in 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.

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### In-class Methodology: Activities

**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.

CG09, CE14

**Case-study analysis and resolution**, both proposed by lecturers (and by firms specialized on strategic consulting) as well as selected by the students for the development of an in-depth study of a real case. These cases allow the application in practice of the theoretical knowledge and models of strategic analysis studied, thus enabling students with the capacity to understand the complexity of the context in which organisations operate, identifying problems, evaluating and debating alternatives and arguing the selection of different proposals for action. The objective of this activity is training the learners' skills to manage and analyse information, to interpret the business reality from the theoretical models of strategic analysis, and to critically discuss the implications of such analyses. During the work sessions on cases in the classroom, the teacher will accompany the teams in the study of the cases, stimulating the learning process of the students, within their own groups and through intergroup debates.

CG01, CG02, CG09,  
CG10, CG11, CG17, CE14

**Oral presentation.** According to the objectives of the subject, each group of students must present orally in the classroom at least one practical application (per semester) of the contents developed in the course to the actual case of a company, chosen by them. These presentations will be articulated according to the established in the schedule of the subject and will be carried out during the class hours. The group responsible for the presentation will lead the debate around the case in question, directing questions to other colleagues that give rise to reflection and critical analysis around the essential issues of the case presented. Each group member will have to present a part of the case. Students will also present other research works, as per instructions provided by professors.

CG01, CG04, CG06,  
CG07, CG09, CG11

#### Non-Presential Methodology: Activities

**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, CG14

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

CG01, CG04



grade.

**In-depth case study.** The students, organised in teams, will carry out research work on a company chosen by each working group to apply the concepts and tools of strategic analysis, which will allow them to carry out the corresponding assessments, diagnoses, critical discussions and proposals for action. Each group will develop the case study through a set of written deliveries via Moodlerooms, in accordance with the established schedule. With this activity, each group is expected to provide a sustained and critically argued response, with explicit mention of bibliographical sources, to the questions proposed by the teacher in each delivery.

CG01, CG02, CG04,  
CG12, CG14, CG17, CE14

## SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de carácter expositivo	Exposición pública de temas o trabajos	Ejercicios y resolución de casos y de problemas
15.00	15.00	30.00
NON-PRESENTIAL HOURS		
Estudio individual y/o en grupo y lectura organizada	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos
20.00	40.00	30.00
<b>ECTS CREDITS: 6,0 (150,00 hours)</b>		

## EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
<b>Individual and written final exam</b> , with an applied approach and based on practical cases. It will allow the students to demonstrate their capability to apply theories on strategic analysis to real situations.	<ul style="list-style-type: none"> <li>Understanding and ability to relate essential course ideas</li> <li>Using detailed, structured, logical and fundamental arguments within an adequate theoretical and analytical framework</li> </ul>	50 %
<b>Group assignments:</b> Application of the contents, models and tools developed during the course, on real company cases that the students, organised in teams, study in depth and develop through various written deliveries.	<ul style="list-style-type: none"> <li>Practical application and team work</li> <li>Depth of analysis and evaluation</li> <li>Information search and presentation</li> <li>Synthesis capacity</li> </ul>	30
<b>Students participation in group assignment presentations.</b> Students will make an oral presentation in the semester. In the schedule of the subject will establish the sessions in which these presentations will take place	<ul style="list-style-type: none"> <li>Proactivity.</li> <li>Rigor in presentation.</li> <li>Group work and time management.</li> <li>Stimulate debate after presentation.</li> </ul>	5



<b>Individual work.</b> Oral contributions to all classroom-based activities	<ul style="list-style-type: none"><li>• Proactivity</li><li>• Appropriateness</li><li>• Respect for others' opinions</li><li>• Critical thinking</li></ul>	15
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## Ratings

- Students must pass each of the activities that are part of the final grade.
- The exercises that are NOT delivered in the exact conditions of place, date and time scheduled for each exercise, and communicated at the beginning of the course / semester in the schedule of the subject matter, will NOT be taken into account.
- The group work that is part of the teaching methodology can be object of co-evaluation by the members of each group, according to a model proposed by the teacher, available at Moodle.
- The use of electronic devices when not planned will be negatively considered.
- Plagiarism will also be penalized.

## STUDENTS WITH AN ATTENDANCE WAIVER

Students with an attendance waiver will only need to take the final exam to pass the subject.

## JULY RE-SIT EXAM

Students will have to re-sit the evaluation activities when:

- They have not passed the final exam. In this case they must take a written exam during the re-sit exam period. The final grade will be based on the components and weightings mentioned above.
- They have not passed any of the other elements that make up the grade. These students must carry out, either a plan of activities defined by the teacher, or an oral defense proposing a solution to a strategic problem.

## WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
<b>Analysis and resolution of study cases</b> proposed by the lecturer and/or firms specialized on strategic consulting.	On a weekly basis, according to the course schedule.	After each classes, as indicated on the course schedule
<b>Oral presentation</b> of a case study selected by each team.	As planned on the course schedule.	As planned on the course schedule.
<b>Final written exam:</b> students show their ability to perform the strategic analysis applied to a case, following the appropriate theoretical frameworks, as practiced during the course.	On the date determined by the academic head of Faculty.	On the date determined by the academic head of Faculty.

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography





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**Syllabus**  
**2022 - 2023**

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 both printed and electronic version.

## Complementary Bibliography

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.

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>