



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2024 - 2025

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Strategic Analysis
Subject code	E000006866
Main program	Bachelor's Degree in Business Administration and Management
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 [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] Grado en Psicología y Grado en Administración y Dirección de Empresas [Third year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Básico
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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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

Strategic Business Management is the dominant paradigm for understanding the evolution of business activity in an increasingly complex and dynamic environment. This complexity results from profound competitive but also social, environmental, technological, and political challenges. In this context, data analysis is increasingly important 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 can 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.

Competencies - Objectives

Competences

GENERALES

CG01	Capacidad de análisis y síntesis	
	RA01	Comprende pormenorizadamente el material bibliográfico propio de la materia
	RA02	Ordena, clasifica y resume de manera lógica y coherente los contenidos del material bibliográfico propio de la materia
CG02	Resolución de problemas y toma de decisiones	
	RA01	Es capaz de identificar las limitaciones que afectan a la toma de decisiones y de buscar una decisión satisfactoria
	RA02	Toma decisiones y resuelve problemas prácticos haciendo uso de contenidos teóricos y conforme a metodologías reconocidas de resolución de problemas
CG04	Capacidad de gestionar información proveniente de fuentes diversas	
	RA01	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
	RA02	Desarrolla pensamiento crítico, cuestionando la información gestionada, generando conclusiones y puntos de vista propios
	RA03	Es claro, preciso, exacto y relevante en el uso de la información, profundizando con lógica e imparcialidad
CG11	Capacidad crítica y autocrítica	
	RA01	Evalúa el trabajo y las ideas propios y los de los demás
	RA02	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



CG12	Compromiso ético	
	RA1	Comprender y valorar perspectivas culturales e ideológicas distintas
	RA2	Implicarse personalmente en la búsqueda de soluciones que manifiesten una clara sensibilidad a los aspectos humanos de los asuntos y problemas tratados
CG17	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
	RA01	Argumentar de manera independiente y crítica sobre conceptos y teorías diversas
	RA02	Conocer y aplicar diferentes teorías, modelos y herramientas en la resolución de problemas prácticos
ESPECÍFICAS		
CE14	Conocimiento y aplicación de las herramientas de apoyo al directivo para la definición, la implantación y el control de la estrategia de la empresa	
	RA01	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
	RA02	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
	RA03	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 subject defines and clarifies concepts and specific terminology, identifies the main debates and schools of thought, and illustrates its explanations with examples and experiences related to the content. The professor interacts with the students, encouraging active participation in discussing, debating, and elaborating on the various aspects of the most complex, polemical, and multidimensional content or content with a significant ideological component.

CG09, CE14

Analysis and resolution of case studies, both proposed by the lecturers (and by companies specializing in strategic consultancy) and selected by the students to develop 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 to understand the complexity of the context in which organizations operate, to identify problems, to evaluate and debate alternatives, and to argue for the selection of different proposals for action. This activity aims to train students' skills in managing and analyzing information, interpreting business reality from the theoretical models of strategic analysis, and in critically discussing the implications of such analyses. During the work sessions on the 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 inter-group debates.

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

Oral presentation. In accordance with the objectives of the subject, each group of students will have to present orally in class 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 organized according to the timetable of the course and will take place during class hours. The group responsible for the presentation will lead the debate on the case in question, asking questions to the other colleagues that will lead to reflection and critical analysis of the main issues of the case presented. Each member of the group will have to present a part of the case. Students will also present other research, as instructed by the professors.

CG01, CG04, CG06,
CG09, CG11



Non-Presential Methodology: Activities

<p>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.</p>	CG01, CG04, CG14
<p>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 grade.</p>	CG01, CG04
<p>In-depth case study. The students, organized in teams, will carry out research on a company chosen by each working group in order to apply the concepts and tools of strategic analysis, enabling them to carry out the appropriate assessments, diagnoses, critical discussions, and proposals for action. Each group will develop the case study through a series of written submissions via Moodlerooms, according to the established schedule. In this activity, each group is expected to provide a sustained and critically argued response, with explicit reference to bibliographical sources, to the questions proposed by the teacher in each submission.</p>	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
30.00	20.00	40.00
ECTS CREDITS: 6.0 (150,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
<p>Individual and written final exam, 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.</p>	<ul style="list-style-type: none"> Understanding and ability to relate essential course ideas Using detailed, structured, logical and fundamental arguments within an adequate theoretical and analytical framework 	50



Group assignments: 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">• Practical application and team work• Depth of analysis and evaluation• Information search and presentation• Synthesis capacity	30
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.	<ul style="list-style-type: none">• Proactivity.• Rigor in presentation.• Group work and time management.• Stimulate debate after presentation.	10
Individual work. Oral contributions to all classroom-based activities	<ul style="list-style-type: none">• Proactivity• Appropriateness• Respect for others' opinions• Critical thinking	10

Ratings

ASSESSMENT IN ORDINARY CALL

ASSESSMENT IN ORDINARY CALL

In order to pass the course in the ordinary call, the student must **pass each and every one** of the assessment activities included in this guide. Activities that are NOT delivered in the exact conditions of place, date and time scheduled and communicated at the beginning of the course/quarter in the schedule of the course will NOT be taken into account for grading purposes. The group work that forms part of the teaching methodology may be subject to co-evaluation by the members of each group, according to a model proposed by the teacher, available in Moodlerooms.

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.

STUDENTS WITH AN ATTENDANCE WAIVER

Students with dispensation from class attendance will only have to take the "final exam", and the final grade for the course will be 100% based on the marked obtained in this activity.

GENERAL RULES TO BE OBSERVED IN THE DEVELOPMENT OF TRAINING ACTIVITIES

GENERAL RULES TO BE OBSERVED IN THE DEVELOPMENT OF TRAINING ACTIVITIES

For the normal development of the working sessions in the classroom, the teaching team of this subject values that the student maintains



an active attitude of listening and participation, which keeps him/her connected with the reflections on the subject developed in the class. In this sense, electronic devices outside the times reserved for them in the class context **are not allowed**.

Plagiarism by students will be penalised, in accordance with the General Regulations of the University, art. 168.2.e: "actions aimed at falsifying or defrauding the academic performance assessment systems". In this sense, we remind you that plagiarism occurs when:

- No bibliographical references are used to carry out the task, nor are the sources consulted for its preparation cited in the work (whatever the source of information consulted, it must ALWAYS be cited).
- The differences between the original information consulted and the student's own elaboration cannot be appreciated.
- Some words are changed in the original information but the information has not been rewritten.

With regard to the use of generative artificial intelligence tools, their improper use will be considered a serious offense, according to the General Regulations of the University, art. 168.2.e. "the carrying out of actions aimed at falsifying or defrauding the academic performance assessment systems". The consequences of this will be "temporary expulsion for a period of up to three months or the prohibition to sit the exam in the next exam session following the imposition of the sanction, in one or more subjects in which the student is enrolled, [...] in addition to a failing grade (0) in the respective subject, [...] [and] the prohibition to sit the exam in the next exam session".

In the case of group work, all group members are warned that if misuse is detected, all group members will be sanctioned (art. 168.2.e of the General Regulations of the University).

The teaching staff may propose partial deliveries of the work and request the oral defense of the same to check the veracity of the authorship and ensure the students' learning. In any case, using and correctly citing current and relevant bibliographical references will form an important part of the assessment.

In general, in the context of this subject, it is understood that the correct use of GAI implies the following:

- Explicitly and clearly stating what it has been used for.
- Label all content included in the assignment that has been generated by the GAI.
- Include as additional material (annexes) the prompt and the complete conversation (questions and answers) with IAG to generate the task.

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
Analysis and resolution of study cases , Cases proposed by the lecturer, cases studied by teams, and/or cases defined by external organizations.	According to the course schedule.	As indicated on the course schedule
Oral presentation of a case study by each team.	As planned on the course schedule.	As planned on the course schedule.
Final written exam : 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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Whittington, R.; Regner, P.; Angwin, D.; Johnson, G.; Scholes, K. (2023). *Exploring Strategy- Text & Cases / Text Only*, 13th 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 databases, 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>