



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Making Strategy
Subject code	E000011602
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	María Blázquez de la Hera
Schedule	appointment via email
Office hours	appointment via email
Course overview	Provide participants with a solid experience in the application of the tools and the essential techniques for strategic work. Through the approach to organizational situations and real strategic strategies it is possible to better appreciate how different tools and techniques can be integrated into a more robust and coherent set of strategic options for the company. This practical application also shows how to handle the uncertainties and ambiguities that exist when applying these tools.

Teacher Information	
<b>Teacher</b>	
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## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
Strategic Management has for some time become the dominant paradigm regarding how to understand the development of



business activity, in an increasingly complex and dynamic environment.

More specifically, the Strategic Management model aims to integrate the life of the company in its external context, so that it is capable of responding to both threats and opportunities that may arise, given the strengths and weaknesses with which the company account. Through a holistic view of organizations, students acquire skills for effective performance of management tasks in the corporate area, in the business unit and in the different functional areas.

Likewise, the work methodologies linked to the identification of business problems and the generation of action proposals favor the development of skills required for the exercise of the profession of strategic consulting.

Finally, the set of competencies that the subject seeks to train in students are applicable in any type of company (whatever its size, mission, governance format, type of property, geographic scope, sector of activity, etc.), as well as in public entities and civil society organizations.

## Prerequisites

It is important to have taken courses that deal with the fundamentals of the strategic direction of the company (the global environment of the company and Strategic Planning). This subject is also strongly connected with other subjects in the Organization area: Ethics and Corporate Social Responsibility and Corporate Governance. Having taken them or taking them simultaneously is highly recommended.

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG01</b>	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.	
	<b>RA01</b>	Describe, relaciona e interpreta situaciones y planteamiento de nivel medio.
	<b>RA02</b>	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas.
	<b>RA03</b>	Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada.
	<b>RA04</b>	Es capaz de resumir y estructurar la información empleando los conceptos adecuados
<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>RA01</b>	Identifica y define adecuadamente el problema y sus posibles causas.
	<b>RA02</b>	Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación.
	<b>RA03</b>	Identifica problemas antes de que su efecto se haga evidente.
	<b>RA04</b>	Dispone de la capacidad para tomar decisiones de una forma autónoma.
	<b>RA05</b>	Reconoce y busca alternativas a las dificultades de decisión en situaciones reales.



	<b>RA06</b>	Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto.
<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>RA01</b>	Utiliza el diálogo para colaborar y generar buenas relaciones
	<b>RA02</b>	Muestra capacidad de empatía y diálogo constructivo
	<b>RA03</b>	Es capaz de despersonalizar las ideas en el marco del trabajo en grupo para orientarse a la tarea.
	<b>RA04</b>	Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias.
	<b>RA05</b>	Se orienta a la consecución de acuerdos y objetivos comunes
	<b>RA06</b>	Contribuye al establecimiento y aplicación de procesos y procedimientos de trabajo en equipo.
	<b>RA07</b>	Desarrolla su capacidad de liderazgo y no rechaza su ejercicio.
	<b>RA08</b>	Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas.
	<b>RA09</b>	Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.	
	<b>RA01</b>	Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica.
	<b>RA02</b>	Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias.
<b>ESPECÍFICAS</b>		
<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.	
	<b>RA1CE1</b>	Domina las distintas herramientas de apoyo para la planificación, la implantación y el control estratégicos, y las relaciona con elementos concretos dentro de situaciones empresariales reales.
	<b>RA2CE1</b>	Valora las limitaciones de las herramientas de planificación, de implantación y de control estratégico y provoca las condiciones en que se puede hacer un uso óptimo de las mismas.
	<b>RA3CE1</b>	Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes.
	<b>RA4CE1</b>	Comprende cómo y por qué el entorno y los propios recursos de la empresa pueden fomentar u obstaculizar una planificación, una toma de decisiones y un control eficientes.



## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### BLOCK 1: STRATEGY FORMULATION

##### Topic 1: Analysis of the company's competitive strategy

Strategy and competitive advantage

Generic competitive strategies: costs and differentiation

Digital strategy and business models

##### Topic 2: Corporate Strategy Analysis

Field of activity and directions of development

The value of the corporation

Methods of development

Internationalization strategies

#### BLOCK 2: IMPLEMENTATION OF STRATEGIES

##### Topic 3: Implementation and strategic control

Typologies of organizational structures

Corporate culture

Strategic implementation

Strategic control

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### In-class Methodology: Activities

Lectures



Analysis and resolution of individual and collective cases	CG01, CG03, CG05, CG08, CE01
Oral presentations of topics, cases and papers	
Academic tutorship	

### Non-Presential Methodology: Activities

Individual study and structured reading	CG01, CG03, CG05, CG08, CE01
Monographic and research papers	

### SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers
12.00	12.00	6.00
NON-PRESENTIAL HOURS		
Individual study and organized reading	Collaborative learning	Monographic and research work, individual or group work
20.00	15.00	10.00
ECTS CREDITS: 3,0 (75,00 hours)		

### EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Group case evaluation (minimum two cases)	Group evaluation of the cases and oral defense	30 %
Active participation of the student in the classroom	Individual evaluation	20
Final exam	Final case resolution Individual evaluation	50 %



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

## Ratings

Students will have two opportunities to pass the course: one during the regular teaching period and the other in a resit evaluation period that will take place in the month of June/July.

To pass the course during the ordinary teaching period, the student must obtain a minimum grade of 5 in all the defined evaluation systems (class participation, the final exam and proposed projects/assignments).

Those students who do not pass this first evaluation may repeat the individual exam and/or the project/activities defined by the teacher in the June/July resit period. The grades obtained by the students in the rest of the components of the evaluation -with their corresponding weightings in the final grade- will be maintained in this second evaluation.

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

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

Johnson, G., Whittington, R., Scholes, K., Angwin, D., Regnér, P. (2023). Exploring Strategy. Text and Cases, 13th ed., Harlow: Pearson Education.

### Complementary Bibliography

Additional readings selected by professors, Harvard Business Review and others.