



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Final Master's Degree Project
Subject code	IBS-MBA-671
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	6,0 ECTS
Type	Prueba Final Máster
Department	Escuela Técnica Superior de Ingeniería (ICAI) Facultad de Derecho
Coordinator	Paloma Bilbao (pbilbao@comillas.edu)
Schedule	Appointment by email
Office hours	Appointment by email
Course overview	With the Final Master Dissertation, the student will be able to integrate and apply the knowledge and competences acquired and developed during the program (including both compulsory and optional subjects). It consists in a project, monitored by a designated Director, that could be related to one of these three alternatives: a research project, a consulting project, or a business plan for a new entrepreneurial opportunity

Teacher Information	
Teacher	
Name	Estela María Díaz Carmona
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD-201 C]
EMail	emdiaz@icade.comillas.edu
Teacher	
Name	Miguel Arjona Torres
Department	Departamento de Gestión Empresarial
EMail	marjona@icade.comillas.edu

## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
----------------------------------



## Contribution to the professional profile of the degree

The Final Project will be an individual written piece of work. With this work, students can demonstrate that they are able to undertake a project, to organise it, structure it and defend it in a professional and academic way.

This Final Project could consist on one of these three alternatives: an academic research project, a consulting project, or a business plan for a new entrepreneurial opportunity.

With the Final Project, the student will be able to apply the knowledge acquired and the competences developed throughout the Program. In addition, the student should include new competences related specifically to the preparation of the Project. Overall, the student should prove his/her analytical skills and ability to synthesize, as well as initiative and creativity, abilities that will be needed for their future professional activity.

To develop the Project (research, consulting or business plan), the student will work independently, with the support and monitoring of the assigned tutor. In order to be prepared for the development of the Project, the students will attend several methodological sessions; in these sessions, different tools, frameworks, approaches, etc will be discussed so they can be applied in the different types of Final Projects.

## Competencies - Objectives

### Competences

#### GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
CG03	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.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG07	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
CG09	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
CG10	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



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

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

**CE14**

Being able to select an appropriate theoretical framework and methodological approach and to identify the most relevant literature for a given research to be conducted.

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

The end product for the Final Project will be an individual written document. This work could respond to one of these three potential forms:

- a) an academic **research project** - The goal for the student will be to apply a scientific methodology to a relevant management and business administration topic. In the initial step, the student will analyze the current status / frontier of knowledge (bibliography review) and identify the areas in which that knowledge could be pushed further. Formulated around some key questions, a specific problem will be addressed and answers provided based on logical reasoning and methods.
- b) a **consulting project** within any management setting - The student should develop a solution for a real problem / challenge relevant for a specific organization, institution or company
- c) a **business plan** for a new entrepreneurial opportunity - The student will develop a comprehensive business plan for a new business opportunity, supporting its viability. The objective is to support the potential launch of a new business which can be attractive, viable, and generate wealth for the society.

## TEACHING METHODOLOGY

### General methodological aspects of the subject

#### Use of Artificial Intelligence:

Level 2 of the **AI Assessment Scale** (Perkins, Furze, Roe & MacVaugh, 2024), corresponding to the **AI Planning** category, will be applied. This means that the use of artificial intelligence tools (e.g., Elicit, ChatGPT, Scholar AI, or LMNotebook) is authorized **exclusively** during specific phases related to:

- Preliminary information searches to develop initial questions and hypotheses
- Idea generation
- Facilitating the understanding of complex texts
- Designing presentations for communicating results

In tasks where AI use is permitted, students must **clearly and thoroughly cite**:

- The name of the tool used (e.g., GPT, Elicit, Scholar AI)
- The prompt or query made
- The section of the work where AI was used
- How the generated content was reformulated or reworked



**AI-generated text may not be directly included in final evaluable products.**

AI can be used as a support tool during the development process, but it **cannot replace original academic work**.

### In-class Methodology: Activities

**Lectures.** They will focus on research methodology, on frameworks and tools that can be used in each of the 3 different forms that the Final Project can take (research study, consulting project, business plan)

CG01, CG02, CG03,  
CG06, CG08, CG09,  
CG10, CG07, CE14

### Non-Presential Methodology: Activities

Individual study and reading.

Writing the final project

Tutorials

CG01, CG02, CG03,  
CG06, CG08, CG09,  
CG10, CG07, CE14

## SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures of an expository nature		
10.00		
NON-PRESENTIAL HOURS		
Individual study and organized reading	Analysis and resolution of cases and exercises, individually or collectively	Academic tutoring
50.00	80.00	10.00
ECTS CREDITS: 6,0 (150,00 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	Weight
<b>Project Proposal</b>	Written document.  Written document presenting the objective -and relevance- of the project: topic for the research, goal of the consulting effort, business opportunity to explore in the business plan. The document should also include details on the methodology to follow, the expected outputs, the basic bibliography that will be used, and a top level calendar to organize the	10 %



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

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

	project	
<b>Final written document</b>	<p>Individual written document</p> <p>A grade of "5" or more is required in this part to pass the final project</p> <p>Evaluation criteria: <b>quality of the written document, based on:</b> work structure, work format, work content (goals, methodology, conclusions/discussions) and writing quality (argumentation, synthesis, analysis and evaluation)</p> <p>Additionally, students are expected to provide a <b>social and environmental impact assessment of their project:</b> the work must include a final evaluation on the social and environmental impact of the entrepreneurship venture, consulting project or research study undertaken by the student. The usage of the United Nations' Sustainable Development Goals (<a href="https://www.un.org/sustainabledevelopment/">https://www.un.org/sustainabledevelopment/</a>) are highly recommended as the evaluation criteria to be used</p>	50 %
<b>Oral and public defense of the project</b>	<p>Oral and public defence of the project in front of an academic jury</p> <p>A grade of "5" or more is required in this part to pass the final project.</p> <p><b>Since the use of AI is permitted, the oral defense of the Master's Thesis (TFM) allows for assessing the actual authorship of the content and ensuring that the student has truly learned and understood the material.</b></p> <p><b>Evaluation Criteria:</b></p> <p><b>Content (Substance):</b></p> <ul style="list-style-type: none"><li>• Depth and mastery of the topic</li><li>• Critical thinking</li><li>• Discursive skills (argumentation, logic, openness)</li><li>• Creativity</li><li>• Structure (completeness of content, order of content, and logical connection between sections)</li></ul> <p><b>Communication Process (Form):</b></p>	40 %



- Opening and closing
- Non-verbal language
- Connection with the audience
- Audiovisual aids

## Ratings

All students must defend their Final Project in front of the academic jury. Failure to do so will result in not passing the Final Project subject.

All students will have two potential dates to hand in and defend their projects: end of semester 2, and end of the academic year.

- For those opting for the first alternative, they will have one resit chance. This resit date will be the end of the academic year..
- For those opting for the second possibility, in the case of failing the Project, they will have no resit option, and the grade fail will be transfer to the official transcripts.

### Important Note:

**Plagiarism** is a behaviour that aims at falsifying the academic evaluation/assessment systems<sup>[1]</sup>. It will therefore be considered as a **serious offence** subject to the corresponding penalties (see "Reglamento General de la Universidad").

- Note About using Chat GPT and/or any other IAG in the activities being evaluated: It 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.

---

[1] Universidad Pontificia Comillas, 2014. Reglamento General de la Universidad Pontificia Comillas, art. 168, A), 2, e) [online], 26 de septiembre. Disponible en: <http://www.comillas.edu/Documentos/ReglamentoGeneral.pdf> [acceso: 6 septiembre 2016].

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

Bryman, A. and Bell, E. (2022). *Business research methods*. Oxford: Oxford University Press.

Barringer, B. (2014). *Preparing Effective Business Plans: An Entrepreneurial Approach – 2nd edition*. Harlow: Pearson Education.

Cook, R.; Harris, M. & Barber III, D. (2022). *Management Consulting Projects. A Step-by-Step Experiential Guide (6th Edition)*. Routledge.