



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Strategic Analysis
Subject code	E000006866
Mainprogram	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Tercer Curso] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3) [Cuarto Curso] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Cuarto Curso] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Tercer Curso] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Cuarto Curso] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Tercer Curso] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [Tercer Curso]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
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	Knowledge and understanding of the keys of business management, along with the language of strategy and strategic direction, that facilitate the development of students' ability to work in complex, dynamic and interrelated organizational environments. More precisely, strategic analysis models and tools are introduced, applied to the critical assessment of organizations and to the identification of opportunities and competitive threats arising from different levels of environment, thus recognizing the impact of both dimensions Internal and external) have on the strategy of organizations. The context in which strategic work is developed is complemented by other factors that emanate from the mission, the vision, the objectives, and the relationship with the stakeholders and the corporate culture, among other factors. Understanding all these elements

Teacher Information



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

Teacher	
Name	Amparo Merino de Diego
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD-408]
E-Mail	amerino@icade.comillas.edu
Phone	2297
Teacher	
Name	Carmen Escudero Guirado
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD-413]
E-Mail	cescudero@icade.comillas.edu
Phone	2158
Teacher	
Name	Carmen Goytre Castro
Department	ICADE Business School
E-Mail	cgoytre@comillas.edu
Teacher	
Name	Consuelo Benito Olalla
Department	Departamento de Gestión Empresarial
E-Mail	cbenito@icade.comillas.edu
Teacher	
Name	Efrain Olalla Chicote
Department	Departamento de Gestión Empresarial
E-Mail	eolalla@icade.comillas.edu
Teacher	
Name	Iñigo Amoribieta Alonso
Department	Departamento de Gestión Empresarial
E-Mail	iamoribieta@icade.comillas.edu
Teacher	
Name	José Javier Sobrino de Toro
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
E-Mail	jsobrino@icade.comillas.edu



Phone	
Teacher	
Name	José Manuel López García-Silva
Department	ICADE Business School
E-Mail	jose.lopez@icade.comillas.edu
Teacher	
Name	María Paloma Bilbao Calabuig
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD-413]
E-Mail	pbilbao@icade.comillas.edu
Phone	2453
Teacher	
Name	Miguel Ángel López Gómez
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
E-Mail	malopez@icade.comillas.edu
Phone	
Teacher	
Name	Rafael Ramiro Moreno
Department	ICADE Business School
E-Mail	rramiro@icade.comillas.edu
Teacher	
Name	Valentín Rivas Vera
Department	ICADE Business School
E-Mail	vrivas@icade.comillas.edu

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Competencies - Objectives

Competences

GENERALES

CG01

Capacidad de análisis y síntesis



CG02	Resolución de problemas y toma de decisiones	
CG04	Capacidad de gestionar información proveniente de fuentes diversas	
CG06	Comunicación oral y escrita en la propia lengua	
CG07	Comunicación en una lengua extranjera	
CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
CG10	Capacidad de liderazgo y trabajo en equipo	
CG11	Capacidad crítica y autocrítica	
CG14	Capacidad para aprender y trabajar autónomamente	
CG17	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
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



Topic 2: The concept of strategy

MODELS FOR STRATEGIC ANALYSIS

Topic 3: External analysis

Topic 4: Internal analysis

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 posed by the lecturer and/or firms specialized on strategic consulting using the appropriate materials for each case with the objective of enabling the students (working in a group, individually or guided by the lecturer) to put into practice the knowledge they have acquired, identifying problems, evaluating and debating alternatives and arguing the selection of different proposals. Sessions on guided work will be developed in groups. Students will answer in writing specific questions on real cases. During the sessions, the teacher will answer questions and solve problems, stimulating the learning process. It is key that each student reads and prepares the material before the session.

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 grade.

CG01, CG04

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
ECTS CREDITS: 6,0 (150,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Individual and written final exam, with an applied approach and based on practical cases. It will allow the student to demonstrate knowledge applied to problems related to strategic analysis.	<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. Practical applications of the contents, models and tools developed during the course. Assistance to all in-class working sessions is compulsory. Students not attending any of these sessions, will obtain a grade of "0" (zero) in the corresponding assignment.	<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	<ul style="list-style-type: none"> Proactivity. 	



group assignment presentations. 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">• Rigor in presentation.• Group work and time management.• Stimulate debate after presentation.	5 %
Individual work. Oral contributions to all classroom-based activities	<ul style="list-style-type: none">• Proactivity• Appropriateness• Respect for others' opinions• Critical thinking	15 %

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
Analysis and resolution of study cases 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



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

Oral presentation of a case study selected 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

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](https://servicios.upcomillas.es/sedeelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792)