



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2024 - 2025

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Strategic Planning
Subject code	IBS-MBA-518
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year] Máster Universitario en Ingeniería Industrial y Máster Universitario en Administración de Empresas [First year] Máster Universitario en Ingeniería de Telecomunicación y Mást. Univ. en Administración de Empresas [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	2,0 ECTS
Type	Obligatoria
Department	Departamento de Gestión Empresarial
Coordinator	Estela Díaz Carmona
Office hours	Contact by email
Course overview	Introduction to the application of strategic analysis frameworks and tools to the critical evaluation of companies and their environment

Teacher Information	
Teacher	
Name	José Manuel López García-Silva
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Teacher	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
The Strategic Planning course aims at helping students develop the ability to work within complex and dynamic organisational environments; it offers them a chance to explore and understand key issues of business management, and more concretely of strategic



management.

The Strategic Planning course represents the first step of the Strategic Management tuition area; therefore, within the MBA curriculum, this course is followed by "Strategy in Action", "Consulting" and "Corporate Governance" courses which are also core courses of the MBA degree. The Strategic Planning course is also strongly related to all the elective courses of the Management track of the MBA curriculum.

Prerequisites

None

Competencies - Objectives

Competences

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.	
	RA01	Describe, relaciona e interpreta situaciones y planteamiento de nivel medio.
	RA02	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas.
	RA03	Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada.
	RA04	Es capaz de resumir y estructurar la información empleando los conceptos adecuados
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.	
	RA01	Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes.
	RA02	Conoce y usa Internet para buscar y manejar información, textos y datos.
	RA03	Discierne el valor y la utilidad de diferentes fuentes y tipos de información
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.	
	RA01	Identifica y define adecuadamente el problema y sus posibles causas.
	RA02	Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación.
	RA03	Identifica problemas antes de que su efecto se haga evidente.
	RA04	Dispone de la capacidad para tomar decisiones de una forma autónoma.
	RA05	Reconoce y busca alternativas a las dificultades de decisión en situaciones reales.



	RA06	Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto.
CG04	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.	
	RA01	Relaciona conceptos de manera interdisciplinar o transversal
	RA02	Identifica correctamente los conocimientos aplicables a cada situación.
	RA03	Determina el alcance y la utilidad de las nociones teóricas
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.	
	RA01	Utiliza el diálogo para colaborar y generar buenas relaciones
	RA02	Muestra capacidad de empatía y diálogo constructivo
	RA03	Es capaz de despersonalizar las ideas en el marco del trabajo en grupo para orientarse a la tarea.
	RA04	Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias.
	RA05	Se orienta a la consecución de acuerdos y objetivos comunes
	RA06	Contribuye al establecimiento y aplicación de procesos y procedimientos de trabajo en equipo.
	RA07	Desarrolla su capacidad de liderazgo y no rechaza su ejercicio.
	RA08	Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas.
	RA09	Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.	
	RA01	Asume la deontología y los valores asociados al desempeño de la profesión.
	RA02	Persigue la excelencia en las actuaciones profesionales.
	RA03	Asume una actitud responsable hacia las personas, con los medios y recursos que se utilizan o gestionan.
	RA04	Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.	
	RA01	Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica.



	RA02	Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias.
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.
	RA01	Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico.
	RA02	Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos.
	RA03	Amplía y profundiza en la realización de sus trabajos.
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.
	RA01	Muestra apertura y curiosidad por las temáticas tratadas, más allá de la calificación de su trabajo.
	RA02	Amplía y profundiza en la realización de sus actividades.
	RA03	Propone actividades nuevas, procesos de trabajo o de toma de decisiones nuevos e innovadores.
	RA04	Muestra interés por desarrollar su propio proyecto empresarial.
ESPECÍFICAS		
CE01		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.
	RA1CE1	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.
	RA2CE1	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.
	RA3CE1	Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes.
	RA4CE1	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

PART 1: The context of Strategic Planning

- Topic 1. What is strategy? Approaches to strategic work



- Topic 2. Business models and the strategic purpose

PART 2: Strategic Planning tools

- Topic 3: External analysis
- Topic 4: Internal analysis

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

Lectures

Instructors will promote debate during theoretical lectures. CG01, CG02, CG03, CG04, Syllabus 2020 - 2021
Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Study case/case analysis

Students will work individually on case analysis. They will work in group on a semester-long study case based on a real quoted company. These activities will allow students use and apply all tools and theories into real business cases and situations. Students must come to the group work sessions with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the group work sessions.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Oral Presentations

Each group of students will be compelled to present the study case they have been working on at the end of the semester. They will present it to the rest of the class as well as to the course instructors. Attendance and participation are essential requirements for the effectiveness of the presentation sessions.

CG05, CG08

Non-Presential Methodology: Activities

Group work outside the class: A Case Study

Students will study the strategic planning work and outcomes of a real quoted company. This activity will allow students to use and apply all tools and theories to real business cases and situations. Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CE01

Individual study and reading

Each student will need to organise their time outside the class in order to do all the pre-readings of each session, and in order to profoundly study the subject: they will have to understand, elaborate, retain and assess all concepts, theories and tools presented and worked in class. The course instructors will recommend some complementary reading.

CG01, CG02, CG03,
CG04, CG08, CG09, CE01

Tutoring

Students will have a chance to meet with the course instructor individually and outside the class if required.

CG01, CG02, CG03,
CG04, CG05, CG06,



These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.

CG08, CG09, CE01

Collaborative learning

As students will have to work in groups, each of them will have a chance to develop interpersonal working skills while collaborating with their group mates.

CG05, CG06

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers
10.00	6.00	4.00
NON-PRESENTIAL HOURS		
Individual study	Analysis and resolution of cases and exercises, individually or collectively	Collaborative learning
10.00	12.00	8.00
ECTS CREDITS: 2,0 (50,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final exam	A Case Study Analysis to work individually	40
Group Case Study: analysis of a real quoted company strategic planning	Follow-up of the different pieces of work delivered, at least one per topic	30
Class participation and attendance	Quality of questions, arguments, examples brought into class sessions	20
Oral presentation	Presentation of the main results and conclusions of the study case (strategic planning of a real quoted company)	10

Ratings

Students must pass each and every evaluation activity shown in the table above. Assignments must be delivered in the time and date specified by the course instructor, otherwise, students will get a grade of "0" in the missed assignment.

Re-sits. In case of failure, students can re-sit each failed activity. The final grade weighting will be applied again.



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Students with an attendance waiver. Absent students will be assessed only through the "Individual exams" activity, and their final grade will be 100% formed by the grade of this activity. They may take one or two exams, depending on their particular situation.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Whittington, R., Angwin, D., Regnér, P., Johnson, G. & Scholes, K. (2023). Exploring Strategy. Text and Cases, 12th ed., Harlow: Pearson Education.

Complementary Bibliography

The teaching team will indicate to the students the references to books as well as to academic papers and non-academic articles prepared by scientific and business institutions. Also, if necessary, current materials will be provided in class for their work in the classroom.