



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Business Strategies
Subject code	E000006893
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 y Grado en Derecho (E-3 16) [Quinto 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]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Amparo Merino de Diego
Course overview	The general goal of the course is that students acquire an overview of the Strategic Management discipline and of the fundamental concepts and tools for the formulation and implementation of the business strategy. More specifically, it intends to train students' ability to: 1) understand the concepts and basic process of the company's strategic management; 2) identify –and put into practice- the appropriate tools for the selection and implementation of the strategy; 3) recognize the limits of those tools and learn the conditions under which they can be optimally used; 4) develop a critical stance of strategic management issues, so that they acquire a broader view of business management approaches.

Teacher Information

Teacher

Name	José Manuel López García-Silva
Department	ICADE Business School
E-Mail	jose.lopez@icade.comillas.edu



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

Teacher	
Name	Robert James Antonides Campos
Department	ICADE Business School
Email	rantonides@comillas.edu
Teacher	
Name	Carmen Escudero Guirado
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD-413]
Email	cescudero@icade.comillas.edu
Phone	2158
Teacher	
Name	Consuelo Benito Olalla
Department	Departamento de Gestión Empresarial
Email	cbenito@icade.comillas.edu
Teacher	
Name	Efrain Olalla Chicote
Department	Departamento de Gestión Empresarial
Email	eolalla@icade.comillas.edu
Teacher	
Name	Estela María Díaz Carmona
Department	Departamento de Gestión Empresarial
Email	emdiaz@icade.comillas.edu
Teacher	
Name	Iñigo Amoribieta Alonso
Department	Departamento de Gestión Empresarial
Email	iamoribieta@icade.comillas.edu
Teacher	
Name	José Javier Sobrino de Toro
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
Email	jsobrino@icade.comillas.edu
Phone	
Teacher	



Name	María José Manjón Rodríguez
Department	Departamento de Gestión Empresarial
Office	Santa Cruz de Marcenado 26
E-Mail	mmanjon@comillas.edu
Phone	0000
Teacher	
Name	María Luisa Blázquez de la Hera
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
E-Mail	mblazquez@icade.comillas.edu
Phone	
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	Mario Álvarez Fernández
Department	Departamento de Gestión Empresarial
E-Mail	alvaremario@icade.comillas.edu
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 Vara García
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23
E-Mail	rvara@icade.comillas.edu
Phone	



SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject

Contribution to the professional profile of the degree

The strategic approach of an organization is a well-established paradigm concerning the management of business realities in a growingly complex and uncertain environment. Specifically, the strategic management models intend to integrate organizations in their contexts, so that they can make decisions coherent with the threats and opportunities emerging from those contexts, in view of their central resources and capabilities.

The course is oriented to the development of skills involved in the design, assessment and implementation of business strategies, so enabling students to perform effectively strategic work at the corporate, business, and functional level. To do this, we introduce models and tools that allow organizations to identify all possible strategic alternatives (what competitive advantages can be developed?; in which directions and through which methods can the organization's strategy evolve?), to perform the assessment that will guide the choice of strategies, and to understand organizational changes to ensure an effective implementation of the strategy.

Additionally, the pedagogies and methods based on the identification of business problems and the co-creation of strategic solutions allow the development of capacities required for strategic consultancy.

Finally, the set of competences that the course intend to develop in students apply to all types of business (no matter their size, mission, government model, property structure, geographical scope, industry, and so on), as well as to other types of organizations such as state-owned companies and NGOs.

Prerequisites

No prerequisites are necessary. Having attended the Strategic Analysis course is highly recommended, given that the analysis and understanding of the strategic position of the organization is the necessary foundation for the design of business strategic options. The Fundamentals of Management course also lays the foundation for the strategic thinking and process that are developed in the Strategic Analysis and Business Strategies courses.

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



CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
CG10	Capacidad de liderazgo y trabajo en equipo	
CG11	Capacidad crítica y autocrítica	
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	
	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
	RA04	Reconoce y aplica eficazmente modelos y herramientas para identificar todas las alternativas estratégicas posibles (¿en qué direcciones y a través de qué métodos puede evolucionar la estrategia de la organización?) y evaluarlas, orientando así la elección de la estrategia
	RA05	Reconoce y aplica eficazmente las distintas herramientas de apoyo al directivo de empresa para la implantación y el control estratégicos, y las relaciona en el marco de situaciones empresariales reales

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

1: THE CHOICE OF STRATEGIES

Topic 1: Design of the Competitive Strategy

Topic 2: Corporate Strategy: Business Development

2: IMPLEMENTATION AND CONTROL OF STRATEGIES

Topic 3: Evaluation and Implementation of Strategies

Topic 4: Control of Strategy

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.

CG06, CG09,
CG11, CE14

Case-study analysis and resolution posed by the lecturer and/or firms specialized on strategic consulting. Students need to use the appropriate frameworks for each case with the objective 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,
CG04, CG06,
CG09, CG10,
CG11, CG17, CE14

Oral presentations. 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, CG09,
CG11, CG17

Non-Presential Methodology: Activities

Independent study. Reading of basic documents and other materials suggested by teachers (or by the students as a result of a research activity) with the goal of enabling students to understand and apply the fundamental theoretical background to develop the activities of the course.

CG01, CG04, CE14

Academic tutorial sessions aimed at solving problems that may arise through the learning process. The student decision to use or not the tutorials will have no incidence on the grade.

CG02, CG04, CG06

Case studies. This activity to be performed in teams is part of the research about a firm chosen by each team to apply the theoretical framework of the subject to a case. The case study will be carried out through several written deliveries via Moodle according to the established schedule. With this activity, each group is expected to give well-reasoned responses to the questions proposed by the teacher in each delivery.

CG01, CG02,
CG04, CG06,
CG09, CG10,
CG11, CG17, CE14



SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas	Exposición pública de temas o trabajos	Simulaciones, juegos de rol, dinámicas de grupo
10.00	43.00	5.00	5.00
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos		
47.00	40.00		
ECTS CREDITS: 6,0 (150,00 hours)			

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Written final exam (individual) , with an applied approach and based on practical cases. It will allow the student to demonstrate knowledge applied to problems related to the choice and implementation of business strategies.	<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 	30 %
Oral contributions (individual) to all activities performed in the classroom.	<ul style="list-style-type: none"> Proactivity Appropriateness Respect for others' opinions Critical thinking 	15 %
Students participation in group assignment presentations. Students will make an oral presentation in the	<ul style="list-style-type: none"> Capacity to communicate essential results of research Respect for others' views and critical thinking 	5 %



semester. according to the course schedule.

- critical thinking
- Ability to mobilize audience to participation in discussion

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 WEIVER: Students with an attendance waiver will only need to take the final exam to pass the subject. Their final grade will be the mark of the final exam.

JULY RE-SIT EXAM: Students will have to re-sit the evaluation activities when:

1. 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.
2. 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.

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)



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2020 - 2021

