



<b>SYLLABUS ACADEMIC YEAR 2015-2016</b>
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### COURSE GENERAL OVERVIEW

Course details	
Title	Strategic Planning
Programme	MBA
Year	1
Timing	1 / 2
ECTS	3 ECTS
Core/elective	Core
Department	Management
Area	Business Strategy and Organisation

Instructors' details	
<b>Lecturer:</b>	
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## COURSE DESCRIPTION

<b>Context of the course</b>
<b>The course in the professional context</b>
<p>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 the key issues of business management, and more concretely of strategic management.</p> <p>The Strategic Planning course represents the first step of the Strategic Management tuition area; therefore, within the MBA curriculum, this course is followed by the “Strategy in Action” and the “Consulting” courses which are also core courses of the MBA degree.</p> <p>The Strategic Planning course is also strongly related to all the elective courses of the Management track of the MBA curriculum.</p>
<b>Course objectives</b>
<ul style="list-style-type: none"><li>– Introduce students to the basic concepts and tools of strategic planning; the course help them understand the business external environment, analyse the company’s resources and capabilities, and identify the strategic purpose and the power exerted by the stakeholders of the company</li><li>– Prepare students to work in an environment that requires the ability to understand the industry rivalry together with the value of their own company’s strategies.</li></ul>

## COURSE CONTENTS

<b>Contents</b>
<b>PART 1: Basics of Strategic work</b>
<b>Topic 1: What is strategy?</b>
<b>Topic 2: Theoretical and practical lenses of strategic work</b>
<b>PART 2: Strategic Planning tools</b>
<b>Topic 3: The strategic purpose</b>
<b>Topic 4: External analysis</b>
<b>Topic 5: Internal analysis</b>

## SKILLS

### Skills and abilities to be developed

#### Generic skills

- CG 1. Analysis and synthesis cognitive abilities applied to the business management world
- CG 2. Information and data management as a key ability to identify, formulate and solve business problems, that is, to make decisions in organisations
- CG 4. Application of theoretical issues into the real business world in a way that new business opportunities can be discovered and sustainable competitive advantage can be built
- CG 5. Interpersonal skills: listening, negotiating, persuading, team work and leadership
- CG 6. Ethical commitment to the moral values and to the corporate social responsibility
- CG 8. Critical thinking and debating skills
- CG 9. Autonomous learning skills

#### Course specific skills

- CE 1. Understand and use the appropriate tools to diagnose and improve the company's competitive position; design a strategic plan:  
Student's expected learning outcomes:
  - RA1CE1. the student acknowledges the limitations of the strategic planning tools, and therefore creates situations in which they can be applied in an optimal way
  - RA2CE1. the student uses the strategic planning tools so that he/she is able to make efficient strategic decisions
  - RA3CE1. the student knows how and why the business environment and the company's resources can be drivers as well as brakes to an efficient strategic planning, decision making and control work

## TEACHING METHODOLOGIES

Course teaching activities	
Teaching and learning in the classroom	Skills to be developed
<p><b>Lectures.</b> Instructors will promote debate during theoretical lectures. Students must come to lectures with all the pre-reading done. Attendance and participation are essential requirements for the effectiveness of the lecturing sessions.</p>	All skills specified above
<p><b>Study case/case analysis</b> 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.</p>	All skills specified above
<p><b>Presentations.</b> Each group of students will be compelled to present at the end of the semester the study case they have been working on all along 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.</p>	<p>CG 5. Interpersonal skills: listening, negotiating, persuading, and team work and leadership</p> <p>CG 8. Critical thinking and debating skills</p>
Teaching and learning outside the classroom	Skills to be developed
<p><b>Group work outside the class: study case</b> Students will work on the study of the strategic planning of a real quoted company. This activity will allow students use and apply all tools and theories into real business cases and situations. Assignments will be fixed so that each group of students will make periodical deliverances of their pieces of work</p>	All skills specified above
<p><b>Individual study and reading.</b> 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: the 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.</p>	All skills specified above

<p><b>Tutorials.</b> Students will have a chance to meet with the course instructor individually and outside the class if required. These tutorial sessions will help students solve problems and uncertainties faced regarding the course contents, activities and assessment.</p>	All skills specified above
<p><b>Collaborative learning</b> 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.</p>	CG 5. Interpersonal skills: listening, negotiating, persuading, and team work and leadership

## COURSE EVALUATION AND ASSESSMENT CRITERIA

Students **will have to pass each and every assessment activity** shown in the table below.

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.

Course final grade weights:

Activities to be assessed	Evaluation criteria	weight
Individual exams	2 multiple choice tests	20%
Case analysis	1 final case study to work individually	20%
Study case in group (strategic planning of a real quoted company)	Follow-up of the different pieces of work delivered, at least one per topic	40%
Presentation in group	Presentation of the main results and conclusions of the study case (strategic planning of a real quoted company)	10%
Class participation and attendance	Questions, arguments, examples brought into class sessions	10%

### Re-sits.

In case of failure, students can re-sit each failed activity (except for the class participation and the presentation). The final grade weighting will be kept as far as it improves the student’s final grade. Re-sits are usually scheduled at the end of the academic year.

<b>SUMMARY OF STUDENTS' WORKING HOURS</b>		
<b>CONTACT HOURS</b>		
Lectures	Group work sessions	Examination
10	10	10
<b>WORKING HOURS OUTSIDE THE CLASSROOM</b>		
Individual reading and preparation	Collaborative learning (working in groups)	Individual study
20	15	10
<b>Total: 3 ECTS:</b>		<b>75 working hours</b>

## **REFERENCES AND OTHER BIBLIOGRAPHIC RESOURCES**

<b>References</b>
<b>Books</b>
Johnson, G., Whittington, R., Scholes, K., Angwin, D. & Regnér, P. (2014). <i>Exploring Strategy. Text &amp; Cases (Tenth edition)</i> . Harlow: Pearson Education Limited.
<b>Articles and other bibliographic resources</b>
The course instructor will provide students with a series of academic and consulting readings related with each of the topics covered by the course.