



Course Description 2015/2016

Master in Business Administration (MBA)

Official Title

On-Campus Learning





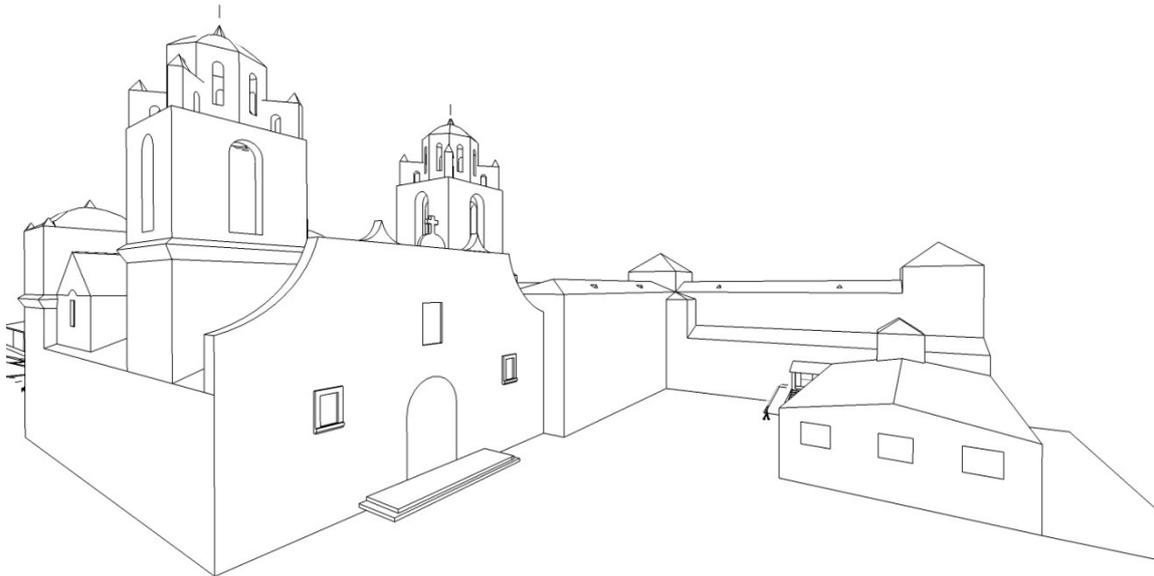
Course Description 2015/2016

Socio-economic and Legal Environment

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Socio-economic and Legal Environment	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	5
Syllabus.....	5
Relation to other subjects.....	6
Evaluation system	6
References	6
Related Webs	7
Recommendations for the study.....	7
Teaching materials	7

Socio-economic and Legal Environment

Module: **Common Module**

Subject: **Socio-economic and Legal Environment**

Type: **Compulsory**

ECTS Credits: **5**

Semester: **First**

Teacher-in-charge: **Fernando E. Torrejón Flores & José Ruíz Espinosa.**

Email: ftorrejon@ucam.edu & jrespinosa@ucam.edu

Office hours (students): **Fridays 15:00 - 16:00.**

Module coordinator: **Fernando E. Torrejón Flores & José Ruíz Espinosa.**

Brief Description

Socioeconomic and Legal Environment provides the study and analysis of economic, social, political and legal context which affect the business environment, such as market structures, unemployment, inflation, economic growth and legal regulations that frame the performance of the firms. To this end, Socioeconomic and Legal Environment has a number of basics and intermediate tools and instruments useful to analyze properly the business environment.

Prerequisites

Nonespecified.

Goals

1. Knowing the importance of variables in the economic, political and legal framework which influence company management and dynamics.
2. Analysing the effects of macroeconomic variables on the balance of economics on short and long term.
3. Understanding and analysing the legal framework applied in business management.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E3: Knowing and valuing the influence of variables in business management frameworks and the achievement of organisational objectives.

E9: Identifying the causes for the most recent economic changes, their impact on the business activity and carrying out critical assessments on economics.

E10: Understanding the general principles of law and being able to evaluate the legal framework applied in business management.

E11: Identifying the different existing public legal persons, their organisations and the features of their specific legal structures.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Identifying and being able to measure the economic, social, legal and cultural factors that define the way business units behave.

LR: Knowing and understanding the economy's development in the past few years.

LR: Being able to explain the most important elements of the economy's structure.

LR: Knowing and valuing the legal consequences and results of different business decision-making.

LR: Identifying the impact of the current legislation and the possible modifications related to the business activity.

LR: Knowing and understanding the structure and working of law.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	20	35 hours (40 %)	
Tutoring	8		
In-class evaluation	7		
Personal study	40	90 hours (60 %)	
Recommended Reading and information search	9		
Problem solving, case studying and project assignment	27		
Debate and lecture preparation	14		
TOTAL	125	35	90

Syllabus

1. Macroeconomic magnitudes and sector analysis
 - 1.1. Statistical indicators for the macroeconomic analysis
 - 1.2. Macroeconomic variables and sector analysis
 - 1.3. Analysis of macroeconomic conjunction
2. Marketstructures
 - 2.1. Competition, monopoly and oligopoly.
 - 2.2. Price discrimination.
 - 2.3. Horizontal and vertical specialisation.
3. Legal framework
 - 1.1. Company legal framework.
 - 1.2. Company relevant legal aspects

Relation to other subjects

There is no relation to other courses.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

- **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

- Abel, A. B. y Bernanke, B. S. (2004), "Macroeconomía", Pearson Addison Wesley, 4ª edición.
- Banco Central Europeo (2013), "Informe Anual 2012" Publicaciones del BCE.
- Banco Central Europeo (2013), "Informe Anual 2012" Publicaciones del BCE.
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- Banco de España (2013), "Informe Anual 2012", Publicaciones del Banco de España.
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- Banco de España (2013), "Informe Anual 2012", Publicaciones del Banco de España.
- Belleflamme, P. and Peitz, M. (2009), "Industrial Organization: Markets and Strategies", Cambridge University Press.

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- Fernández, A., Rodríguez, L., Parejo, J., Calvo, A. y Galindo, M. (2003) “Política Monetaria I. Fundamentos y estrategias”, Thompson.
- Greene, W. (2000), “Análisis econométrico”, Prentice Hall, 3ª edición.
- Krugman, P. y Obstfeld, M. (2006) “Economía internacional. Teoría y política”. Pearson Addison Wesley, 7ª edición
- Mankiw, N. G. (2007), “Macroeconomía”, Antoni Bosch editor, 6ª edición.
- Romer, D. (2006).”Macroeconomía avanzada”, McGraw Hill, 3ª edición.
- Stiglitz J. E. y Walsh C.E. (2004), “Macroeconomía”, Editorial Ariel, 2ª edición.
- Tirole, J. (1990), “La teoría de la organización industrial”, Editorial Ariel, 1ª edición.[Nombre del libro. Autor. Editorial. Año]

Related Webs

Banco de España: www.bde.es

Banco Central Europeo: <http://www.ecb.int/home/html/lingua.es.html>

Comisión Nacional de la Competencia: <http://www.cncompetencia.es/>

Eurostat: <http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/>

Instituto Nacional de Estadística: www.ine.es

Recommendations for the study

It is fundamental for a proper course fulfilment to carry out the activities, study individually on a daily basis and solve the suggested case studies, as well as solving any question you might have while studying.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



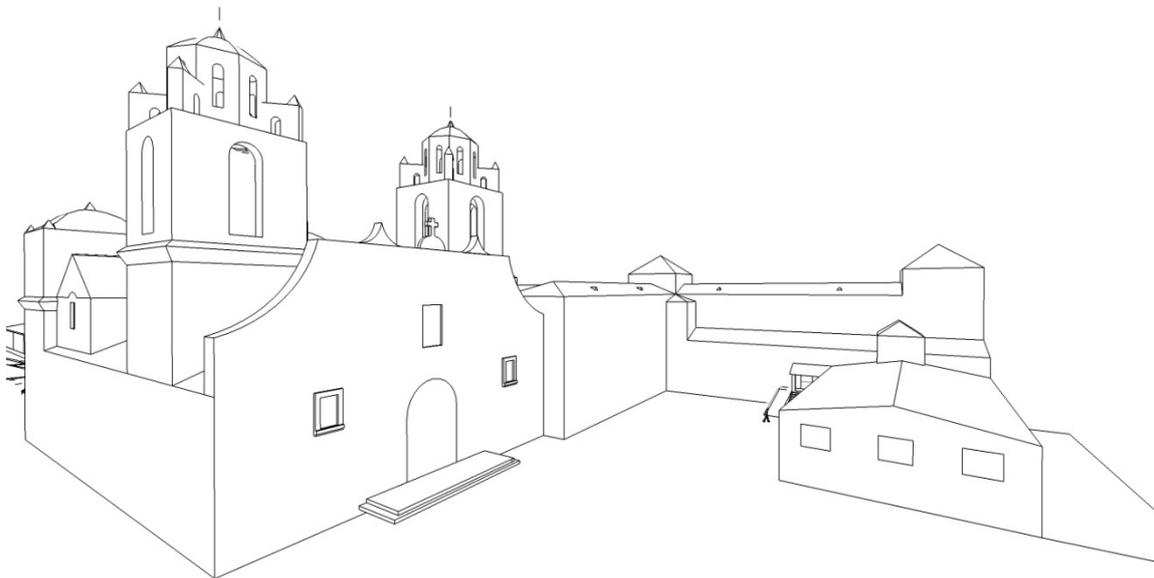
Course Description 2015/2016

Accounting and Finances

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Accounting and Finances	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	5
Syllabus.....	5
Relation to other subjects.....	6
Evaluation system	6
References	6
Related Webs	7
Recommendations for the study.....	7
Teaching materials	7

Accounting and Finances

Module: **Common Module**

Subject: **Accounting and Finances**

Type: **Compulsory**

ECTS Credits: **5**

Semester: **First**

Teacher-in-charge: **Isabel Ros Clemente & Carmen Conesa Pérez.**

Email: irclemente@ucam.edu & ccperez@ucam.edu

Office hours (students): **Fridays 15:00 - 16:00.**

Module coordinator: **Isabel Ros Clemente & Carmen Conesa Pérez.**

Brief Description

Fundamentals of financial accounting. Analysis and interpretation of financial statements. Regulation and functioning of the financial environment. Financial planning short and long term.

Prerequisites

None specified.

Goals

The course's key goal corresponds to the University's Master in Business Management (MBA) main goal, which is the graduate student's acquisition of advanced knowledge in business management, consulting and assessment, and the ability to apply it while developing management skills.

1. Fitting in professionally in the company's administration functional area, as well as accounting and assessing the viability of their own business.
2. Doing an in-depth analysis of the corporate financial policy.
3. Identifying and be able to use accounting methods and techniques as well as accounting analysis.
4. Knowledge of the latest techniques to evaluate asset situations and results.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E1: Mastering and integrating the required management tools and methods for the development of your professional activity.

E8: Solving economic and business problems by applying concepts, properties, norms, techniques and adapted methods to the corresponding functional area.

E14: Knowing the regulations issued by the regulatory bodies, notably the GAP, and to explain the accounting information for decision-making.

E15: Generating and defending with the necessary relevant means, reliable and structured accounting and financial information for decision-making.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Managing and organising accounting and financial information gained during the learning process.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

RA: Knowing the proper tools for accounting and financial analysis.

RA: Ability to identify the most reliable accounting and financial techniques for professional performance.

RA: Understand and apply knowledge through new or unknown accounting and financial problem solving abilities within multidisciplinary contexts.

Accounting and Finances

RA. Detecting solvency, liquidity and indebtedness problems.

RA. Identifying company budget deviations.

RA. Finding solutions to the detected problems.

RA. Being able to search and recognise fundamental accounting information.

RA. Analysing accounting and financial information by interpreting the conveyed economic and financial situation.

RA. Being able to extract the relevant information for financial reporting.

RA. Identifying and being able to define necessary internal control tools.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	20	35 hours (40 %)	
Tutoring	8		
In-class evaluation	7		
Personal study	40	90 hours (60 %)	
Recommended Reading and information search	9		
Problem solving, case studying and project assignment	27		
Debate and lecture preparation	14		
TOTAL	125	35	90

Syllabus

1. Financial Accounting Basics.
2. Analysis and Interpretation of Accounting Statements.
3. Economic and financial viability of a company.

Relation to other subjects

The Accounting and Finances course corresponds to a specialisation module, Financial Management and Business Organisation.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

▪ **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

Basic References

- ArchelDomench, P. y Lizarraga Dallo, F. (2010). "Estados contables. Elaboración, análisis e interpretación." Ed. Pirámide.
- Montesinos Julve, V. (coord.)(2011), *Fundamentos de contabilidad financiera*, Ediciones Pirámide.
- Llorente Olier, J.I. (2010). *Análisis de Estados Económico-Financieros*. Ed. CEF.
- Llorente Olier, J.I. (2013). *Análisis de Viabilidad Empresarial*. Ed. CEF.

Otherreferences

- Montesinos Julve, V. (coord.)(2008), *Introducción a la contabilidad financiera: un enfoque internacional*, 6ª edición, Ariel Economía.

Accounting and Finances

- Rivero Torre, P. (2012). "Análisis de Balances y Estados Complementarios" Ejercicios resueltos y comentados. Ed. Pirámide.
- R.D. 1514/2007, de 16 de noviembre, por el que se aprueba el Plan General de Contabilidad.

Related Webs

<http://www.aeca.es>/Asociación Española de Contabilidad y Administración de empresas

<http://www.icac.meh.es>/Instituto de Contabilidad y Auditoria de Cuentas (ICAC)

<http://www.iberinform.es>

<http://www.registradores.org>

Recommendations for the study

It is fundamental for a proper course fulfilment to carry out the activities, study individually on a daily basis and solve the suggested case studies, as well as solving any question you might have while studying.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data



Course Description 2015/2016

Commercial Management and Marketing

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Commercial Management and Marketing	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	3
Methodology	5
Syllabus.....	5
Relation to other subjects.....	5
Evaluation system	6
References	6
Related Webs	7
Study recommendations.....	7
Teaching materials	7

Commercial Management and Marketing

Module: **Common Module**

Subject: **Accounting and Finances**

Type: **Compulsory**

ECTS Credits: **5**

Semester: **First**

Teacher-in-charge: **María Concepción Parra Meroño & Pilar Flores Asenjo.**

Email: mcparra@ucam.edu & pflores@ucam.edu

Office hours (students): **Thursday, de 11 a 12 h**

Module coordinator: **María Concepción Parra Meroño & Pilar Flores Asenjo.**

Brief Description

The matter of commercial management and marketing introduces students to the fundamental concepts of marketing, with special attention to the market and the environment from a modern concept of customer orientation. Later, there will be approached the diverse strategies of segmentation and positioning. There were also approached questions related to theory on the consumer behavior.

Prerequisites

None specified.

Goals

1. Knowledge of the sales department working dynamics.
2. Understanding the basics of marketing.
3. Analysing differentiation and positioning strategies.
4. Knowledge of business planning.
5. Applying marketing approaches to the study of the consumer's behaviour.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

Commercial Management and Marketing

T8: Critical thinking.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E4: Being able to apply acquired knowledge into business reality.

E5: Understanding the organisations' marketing culture and the consumer's behaviour as well as marketing planning designing.

E6: Knowing the specific procedures to understand and use Marketing Mix elements.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Expressing opinions in a critical manner and in various situations.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Being able to carry out a SWOT analysis.

LR: Suggesting commercial strategies, based on the internal and external analysis of a company.

LR: Knowing and applying the company's guidelines within the market.

LR: Analysing the consumer's purchase decision process.

LR: Identify the commercial function of companies.

LR: Understanding the use of different marketing strategies.

LR: Being able to use Marketing Mix elements in the design of marketing action plans.

Methodology

Methodology	Hours	In-class Studying hours	Off-class Studying hours
In-class course	20	35 hours (40%)	
Tutoring	8		
In-class evaluation	7		
Personal study	40	90 hours (60%)	
Recommended reading and information search	9		
Problem solving, case studying and project assignment	27		
Debate and lecture preparation	14		
TOTAL	125	35	90

Syllabus

1. Marketing Basics
2. Identification and positioning
3. Consumer's behaviour
4. Sales Management strategies
5. Business planning

Relation to other subjects

This subject corresponds to the core courses of the syllabus, given the fact that Sales Management is one of the functional areas of a company. It essentially also corresponds to the optional Marketing Strategies course.

Evaluation system

February/June exams:

Continuous evaluation will include all the activities carried out by the student as well as their participation in the tutoring mechanisms, and will be made up of:

1. Handing over of a final course project(s) (80%):

- **Development:** At the end of the term, the student shall deliver a project(s) carried out individually or in group according to the guidelines defined by the course teacher.

2. Student participation in tutoring mechanisms (20%):

- **Development:** The student's participation in forums, chats, and video conferences, development learning activities and scheduled tutoring of assigned subjects will be taken into consideration.

September exams:

Same evaluation as the previous exam period.

References

- Parra Meroño, M.C. y Beltrán Bueno, M.A.(2011). Marketing y Dirección Comercial. UCAM, Murcia.
- Parra Meroño, M.C. y Beltrán Bueno, M.A. (2013). Comportamiento del Consumidor. UCAM, Murcia.
- Barquero, J.D., Marketing de los clientes, McGraw-Hill, Madrid 2007.
- Cutropía Fernández, C., (2005). Plan de marketing paso a paso, Esic, Madrid.
- De Juan Vigaray, M. D., (2004). Comercialización y retailing, Pearson-Prentice Hall, Madrid.
- Ferrell, O. C. y Hartline, M. D., (2006). Estrategia de marketing, Thomson-Paraninfo, Madrid.
- Kotler, P. y Lane, K. (2006). Dirección de marketing., Pearson-Prentice Hall, Madrid.
- Munuera Alemán, J. L. (2010). Casos de éxito de las empresas murcianas., Esic, Madrid.
- Munuera Alemán, J. L. y Rodríguez, A. I. (2012). Estrategias de marketing: un enfoque basado en el proceso de dirección.Esic, Madrid.
- Ruiz De Maya, S., Grande Esteban, I., (2006). Comportamientos de compra del consumidor, 29 casos reales, Esic, Madrid.
- Sainz de Vicuña Ancín, J.M.(2007). El plan de marketing en la práctica, Esic, Madrid.
- Santesmases Mestre, M., (2012). Marketing, conceptos y estrategias, Pirámide, Madrid.

Related Webs

www.marketingdirecto.com

www.fecemd.org

www.dircom.org

www.aui.es

www.acrwebsite.org

www.ama.org

www.afe.es

www.aimc.es

www.agep.es

www.agemdi.org

www.aedemo.es

www.aece.org

www.aeap.es

www.anunciantes.com

www.adecec.com

www.ams-web.org

www.agenciasdemedios.com

www.aap.es

www.interbrand.com/

www.aemark.es

Study recommendations

For a better comprehension of the course, it is necessary to carry out case studies suggested by the teacher.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data



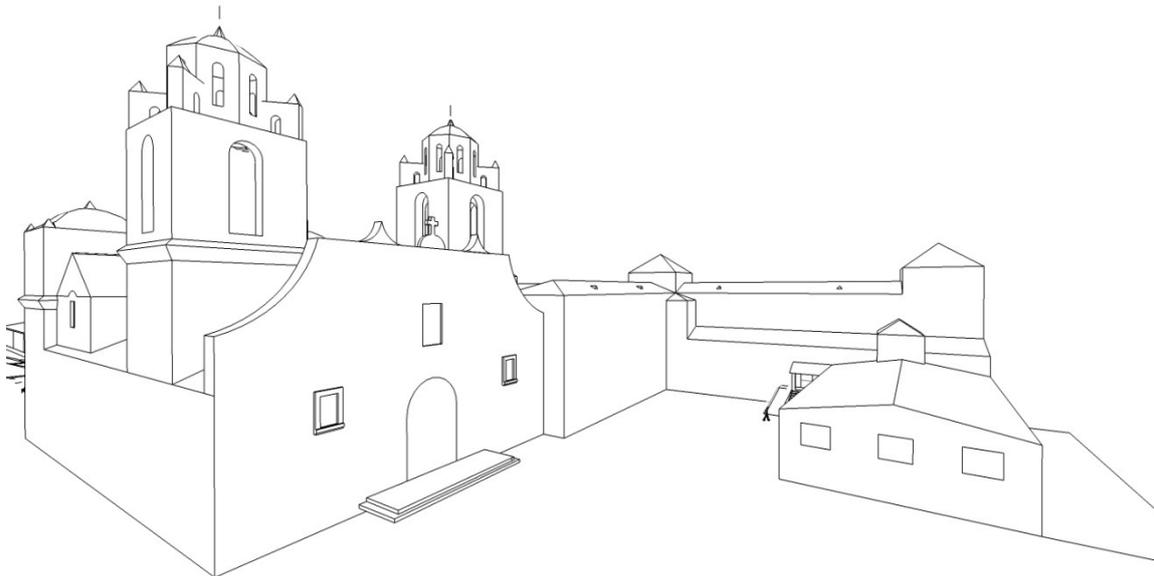
Course Description 2015/2016

Human Resources Management and Management skills

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Human Resources Management and Management Skills	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	5
Syllabus.....	5
Relation to other subjects.....	6
Evaluation system	6
References	7
Related Webs	8
Recommendations for the study.....	8
Teaching materials	8

Human Resources Management and Management Skills

Module: **Common Module**

Subject: **Human Resources Management and Management Skills**

Type: **Compulsory**

ECTS Credits: 7

Semester: **First**

Teacher-in-charge: **José Palao Barberá, Gloria Moreno & Pablo Blesa**

Email: jpala@ucam.edu & gwandosell@ucam.edu

Office hours (students): **Tuesdays 10:00-11:00 h. / Afternoons, previous appointment by email**

Module coordinator: **José Palao Barberá & Gonzalo Wandosell.**

Brief Description

Try to analyze the internal environment of companies, from the point of view of people embedded in them, taking into account both general and specific environment

With this approach, make the study and analysis of people who are in the organization, its skills, capabilities, abilities, potentials as the factor of competitiveness.

Prerequisites

A certain level of English is required (level B1), according to the "Common European Framework of Reference for Languages: Learning, Teaching, Assessment" (http://www.coe.int/t/dg4/linguistic/Source/Framework_en.pdf)

Goals

The goal of this subject is to develop the concepts that are part of the human resources functions, which are:

- Organisation structure
- Position analysis
- Recruitment and staff selection
- Performance evaluation
- Compensation
- Job satisfaction

An additional goal is to underline the importance of the development of people's skills and abilities, both as a form of self-satisfaction as well as a competitive advantage for an organisation.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

T4: Decision-making.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E16: Knowledge of the most advanced techniques in Human Resources Management and Business Communication.

E18: Bringing rationality as well as ethical and social responsibility commitment to Business Management.

E28: Developing and maintaining human talent in the organisation by analysing the key tools and procedures.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Managing and organising accounting and financial information gained during the learning process.

LR: Decision making, in a comprehensive and critical manner, between different options.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Identifying and applying the progress in Human Resources Management and the connection with its different fields.

LR: Understanding the organisational advantages of a correct application of a Human Resources Management Audit.

LR: Applying the latest coaching techniques properly.

Human Resources Management and Management Skills

LR: Knowing and understanding the ethical responsibilities derived from a sensible Business Management.

LR: Demonstrating the knowledge of the most important and latest methods and techniques of Human Resources Management.

LR: Knowing and understanding the key factors in the development of an organisation's Human Resources.

LR: Knowing and applying the latest development and maintaining techniques in Human Resources in concrete situations.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	28,5	50 hours (40 %)	
Tutoring	11		
In-class evaluation	10,5		
Personal study	55	125 hours (60 %)	
Recommended Reading and information search	12,5		
Problem solving, case studying and project assignment	37,5		
Debate and lecture preparation	20		
TOTAL	175	50	125

Syllabus

1. Human Resources planning.
 - 1.1. - HR Management
 - 1.2. - Development
 - 1.3. - Human Resources Audit
2. Management per skill.

Human Resources Management and Management Skills

3. Skills

- 3.1. - Leadership
- 3.2. - Coaching techniques
- 3.3. - Team management

4. Corporate social responsibility.

- 4.1. - Definition
- 4.2. - Goals and causes
- 4.3. - Indicators and verification

5. Management and conflict solving within the business environment.

6. Business ethics.

- 6.1. - Spiritual leadership
- 6.2. - Business commitment

Relation to other subjects

The course is related to all courses that are part of an organization and management development framework.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

- **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

- ALCALDE, M., GONZÁLEZ, M., FLÓREZ, I. *Mercado de trabajo, reclutamiento y formación en España*. Pirámide, Madrid, 1996.
- ARANA, J. *Recursos Humanos en la empresa moderna*. Gestión 2000, Barcelona, 1995.
- BARRANCO, F. J., *Planificación estratégica de Recursos Humanos. Del marketing interno a la planificación*. Pirámide, Madrid, 1993.
- BLANCO, J. *Del autismo a la comunicación. La nueva gestión de Recursos Humanos*. Gestión 2000, Barcelona, 1995.
- BUCKLEY, R., CAPLE, J. *El comportamiento humano en el trabajo: comportamiento organizacional*. McGrawHill, México, 1996.
- CLAVER CORTES, E. *Los Recursos Humanos en la Empresa. Un enfoque directivo*. Civitas, Madrid, 1996.
- CHIAVENATO, I. *Administración de Recursos Humanos*. Mc. Graw Hill, México, 1992.
- DOLAN, S., SCHULER, R., VALLE CABRERA, R., *La gestión de los Recursos Humanos*, Mc. Graw Hill, México, 1999
- FERNÁNDEZ-RIOS, M. y SÁNCHEZ, J.C. *Valoración de puestos de trabajo*. Díez de Santos, Madrid, 1997
- GASALLA, J.M., *La nueva dirección de persona.*, Pirámide, 1998.
- JIMÉNEZ, A. *Creando valor a través de las personas*. Díez de Santos, Madrid, 2000
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- LLOYD L. BYARS Y LESLIE W. RUE, *Gestión de Recursos Humanos*. Mc. Graw Hill, Madrid, 1997.
- LOVART, P. *Gestión de Recursos Humanos*. Gestión 2000. Barcelona
- PUCHOL, L.. *Dirección y gestión de Recursos Humanos*, Díez de Santos, Madrid, 2000.
- KRESSLER, H.W.. *La dirección de personal en la nueva Europa*. Deusto.

Related Webs

Secretaria de Estado de Empleo Ministerio de Empleo y Seguridad Social.

http://www.empleo.gob.es/es/sec_trabajo/index.htm

Secretaria de Estado de Seguridad Social . Ministerio de Empleo y Seguridad Social.

http://www.seg-social.es/Internet_1/Trabajadores/index.htm

Los Recursos Humanos. <http://www.losrecursoshumanos.com/>

Recommendations for the study

It is fundamental for a proper course fulfilment to carry out the activities, study individually on a daily basis and solve the suggested case studies, as well as solving any question you might have while studying.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



Course Description 2015/2016

Business strategy

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Business strategy.....	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	3
Methodology	6
Syllabus.....	6
Relation to other subjects.....	6
Evaluation system	7
References	7
Related Webs	8
Recommendations for the study.....	8
Teaching materials	8

Business strategy

Business strategy

Module: **Common**

Subject: **Business strategy**

Type: **Compulsory**

ECTS Credits: **8**

Semester: **Second**

Teacher-in-charge: **José Palao, Javier Fernández, Rosa Gil & Mercedes Carmona.**

Email: jpalao@ucam.edu, mcarmona@ucam.edu & prandez@gmail.com

Office hours (students): **Tuesdays 10:00-11:00 h. / Afternoons, previous appointment by email**

Module coordinator: **José Palao & Mercedes Carmona**

Brief Description

This subject studies the market structure and imperfect competition models. The student will learn strategic behaviour based on direction, quality management, innovation, globalization, and internalization of business.

Prerequisites

Nonespecified.

Goals

1. To know the markets behaviour and the models of imperfect competitiveness.
2. To learn about quality management, knowledge and innovation.
3. To be able to create an internationalisation strategy.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

T4: Decision-making.

T11: Adaptation to new situations.

Business strategy

T14: Concern for quality.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E1: Mastering and integrating required management tools as well as development methods of your professional activity.

E2: Going in-depth into the company's business management as well as the different management areas.

E3: Knowing and valuing the influence of the environment's variable of business management and organisational objectives achievement.

E19: Provide the student with the required knowledge and abilities to interact in the international environment.

E21: Knowing and understanding the required elements to define a company's internationalisation strategy.

E22: Knowing the market structures and the keys to interact within them.

E23: Learning strategic analysis performance in order to adopt the required strategies to obtain competitive advantages.

E24: Knowing the specific procedures used for international production and distribution and/or services offered on the market.

Learning results

RA-T1: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

RA-T2: Managing and organising accounting and financial information gained during the learning process.

RA-T4: Decision making, in a comprehensive and critical manner, between different options.

RA-T11: Behaviour adjustments regarding changes and demands that bring forward new situations.

RA-T14: Valuing the importance of correct fulfilment of your work.

RA-MCER5: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

Business strategy

RA-MCER7: Writing about personal and professional issues.

RA-MCER8: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

RA Acquiring a general knowledge of company performance and the different functional areas that are part of it.

RA Understanding and using strategic thinking and its evolution as management support.

RA Knowing and applying the concept of strategy, as well as the levels, functions and elements that conform it.

RA Analysing the way strategies differ according to their corporate, business or functional levels.

RA Identifying different strategies, according to the life cycle of the industry, the degree of concentration and its technology.

RA Analysing and recognising the growth processes and the company's development according to its environment's viability.

RA Identifying the keys to perform effectively in an international competitiveness context.

RA Being able to set up an internationalisation plan that complies with the company's strategic goals.

RA Identifying the involvement of fundamental set up resources for an internationalisation strategy.

RA Identifying the market model in which it performs.

RA Anticipating its behaviour to maximise the benefits, according to the market type.

RA Carrying out an environmental analysis in which a company interacts.

RA Carrying out a company's internal analysis to look for weaknesses, strengths and other skills.

RA Identifying opportunities, threats, strengths and weaknesses.

RA Setting up a company's goals on long and short terms according to its goal and philosophy.

RA Identifying the needs for a product adaptation to address external markets.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	31,5	55 hours (40 %)	
Tutoring	12		
In-class evaluation	11,5		
Personal study	65	145 hours (60 %)	
Recommended Reading and information search	14,5		
Problem solving, case studying and project assignment	43,5		
Debate and lecture preparation	22		
TOTAL	200	55	145

Syllabus

1. Market structure
2. Management Innovation
3. Organization quality management
4. ICT companies new strategies
5. Knowledge management
6. Family business management
7. Internationalisation strategy. Globalisation
8. Multinational company management.

Relation to other subjects

Socio-economic and legal framework, external internships in a company and End-of-Master's Project.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

- **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

- AENOR 2000. ISO 9000:2005 Sistemas de Gestión de la Calidad. Fundamentos y Vocabulario.
- AENOR 2000. ISO 9001:2008 Sistemas de Gestión de la Calidad. Requisitos.
- AENOR 2000. ISO 9004:2000 Sistemas de Gestión de la Calidad. Recomendaciones para la Mejora del desempeño.
- Albrecht K. (1995). Servicio al Cliente Interno. Editorial Paidós.
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- Chan Kim W., Mauborgne R. (2008) La estrategia del Océano Azul. Barcelona: Verticales de Bolsillo
- EFQM 2010. Modelo EFQM de Excelencia versión 2010. Club de Excelencia para la gestión
- EFQM 2010. Modelo EFQM de Excelencia - Pequeñas y Medianas Empresas. Club de Excelencia para la gestión

Business strategy

- Gibbons R. (1992) Un primer curso de teoría de juegos. Barcelona: Antoni Bosch
- ISO 1996. ISO 9000 for Small Business. Recomendaciones ISO/TC 176
- OCDE (2005) Manual de Oslo. Guía para la recogida e interpretación de datos sobre Innovación. 3ª ed. Paris-Bruselas: OCDE-EUROSTAT.
- Pande P.S., Neuman R.P., Cavanagh R. (2002). Las claves de Seis Sigma. McGraw Hill
- Ventura Victoria J. (2008) Análisis Estratégico de la Empresa. Paraninfo

Related Webs

<http://www.aenor.es/> Asociación española de normalización y certificación

<http://www.enac.es/> Entidad nacional de acreditación

<http://www.efqm.org/> Fundación europea para la gestión de la calidad

http://www.conacyt.gob.sv/Indicadores%20Sector%20Academcio/Manual_de_Oslo%2005.pdf Guía para la recogida e interpretación de datos sobre la innovación

Recommendations for the study

Regular use of the UCAM Virtual Campus resources; group debates as a preparation of presentations and projects; consulting the recommended bibliography for each topic; participation in all the suggested activities.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



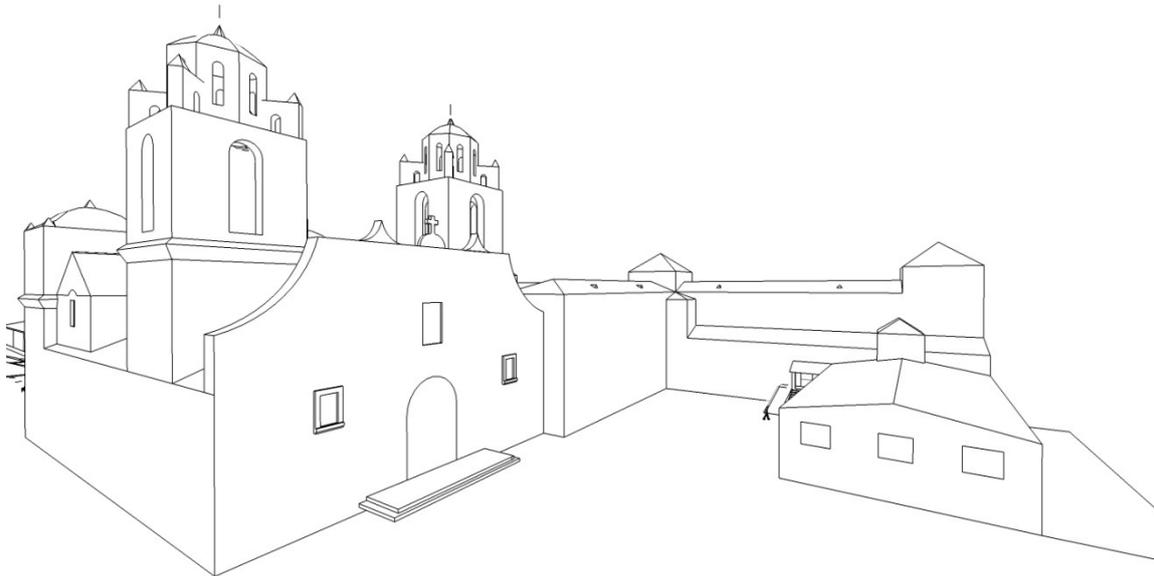
Course Description 2015/2016

Financial Management and Business Organization

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Financial Management and Business Organization	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	6
Syllabus.....	6
Relation to other subjects.....	7
Evaluation system	7
References	7
Related Webs	7
Recommendations for the study.....	8
Teaching materials	8

Financial Management and Business Organization

Module: **Specialization Module**

Subject: **Financial Management and Business Organization**

Type: **Optional**

ECTS Credits: **15**

Semester: **Second**

Teacher-in-charge: **Juan Cándido Gómez, M^a Concepción Pérez, Miguel Rodríguez & Sergio Ros**

Email: jcandido@ucam.edu, mcperez@ucam.edu & mrodriguez@ucam.edu,

Office hours (students): **Tuesdays, 11.00-12.00**

Module coordinator: **Juan Cándido Gómez & M^a Concepción Pérez**

Brief Description

The subject of Financial Management and business organization offers a current vision of the national and international financial environment, along with an analysis of key institutions that configure present financial system. Specially, derivative markets, monetary policy and investment projects are developed with several criterias and statistic basics in order to generate a global and professional firm.

Prerequisites

To take this specific module adequately, the students are required to have acquired the skills assigned to the obligatory common module.

Goals

1. Professional integration in the company's financial areas.
2. Deepening the knowledge on the company's nature and its relation to the national and international financial and economic environment.
3. To be able to identify and learn how to use methods and techniques of management, financial analysis and organization of companies.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

T4: Decision-making.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E1: Mastering and integrating the necessary tools and methods of management for the development of your professional activity.

E2: Going in-depth into the company's business management and different management areas.

E20: Understanding the management of the systems of innovation and quality management as a management tool of the change management.

E25: Making decisions on investment, financing and management of financial resources of the company, knowing the principal agents of the Financial System.

E26: Making excellent financial reports and designing consultancy plans.

E27: Knowing the most advanced techniques in information management and decision-making.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Managing and organising accounting and financial information gained during the learning process.

LR: Decision making, in a comprehensive and critical manner, between different options.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Identifying the adequate management models and tools for the business activity.

Financial Management and Business Organization

LR: Analysing the practical implementation of the different tools and models of companies, in practical cases.

LR: Analysing and understanding the interrelation between the different functional areas of the company.

LR: Understanding and applying knowledge through abilities of solving new or little-known problems within multidisciplinary contexts in the area of the financial management and the organization of companies.

LR: Detecting areas for improvement (problems, non-achieved goals, inefficiencies...) through the supervision in the key processes of the organization.

LR: Knowing how to make reports on the encountered incidences.

LR: Suggesting solutions for the detected problems and keeping track of them.

LR: Detecting how the different changing factors of the business environment (economic, social, technological...) affect the company's success/failure.

LR: Adapting the company to the new emerging environment through the implementation of Innovation and Quality Management Systems.

LR: Identifying and knowing the institutions that configure the financial system.

LR: Knowing how to manage and prioritize the necessary principal decisions for adequate business management.

LR: Analysing and summarizing the information obtained from the application of the financial tools.

LR: Being able to design reports that propose solutions for financial problems.

LR: Understanding the different information systems and tools for business management.

Methodology

Methodology	Hours	In-class studyinghours	Off-class studyinghours
In-class course	60	105 hours (40 %)	
Tutoring	23		
In-class evaluation	22		
Personal study	121,5	270 hours (60 %)	
Recommended Reading and information search	27		
Problem solving, case studying and project assignment	81		
Debate and lecture preparation	40,5		
TOTAL	375	105	270

Syllabus

1. Financial environment: Recent evolution
2. Efficiency and diversification in the SBE
3. Derivative financial markets
4. Cost of the financial resources
5. Management of investment portfolio
6. Monetary Policy and Social Capital
7. Investment projects analysis: information source and accounting analysis
8. Performance forecast in a climate of uncertainty
9. Models for evaluation of companies
10. Information systems for business management
11. The human organization of production. Lean manufacturing.
12. Creation of companies

Relation to other subjects

It is desirable that the student has knowledge acquired in the Common Module, especially in the subjects: Socio-economic and Legal environment and Accounting and Finances.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

▪ **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

- Arrollo, A.M. y Prat, M. (1996). Dirección Financiera. Editorial Deusto.
- Ruiz, R.J. y Gil, A.M. (2005). Introducción a la Dirección Financiera. Editorial Síntesis.
- Amat, O. (2008). Análisis Económico-Financiero. Editorial Gestión 2000.
- Durbán, S. (2008). Dirección Financiera. Editorial MC Graw Hill.
- Fernández, P. (2005). Valoración de empresas. Editorial Gestión 2000.

Related Webs

<http://www.bde.es>: Banco de España

Financial Management and Business Organization

<http://www.ceca.es>: Confederación Española de Cajas de Ahorros

<http://www.aebanca.es>: Asociación Española de Banca

<http://www.cnmv.es>: Comisión Nacional Mercado de Valores

Recommendations for the study

It is fundamental for a proper course fulfilment to carry out the activities, study individually on a daily basis and solve the suggested case studies, as well as solving any question you might have while studying.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



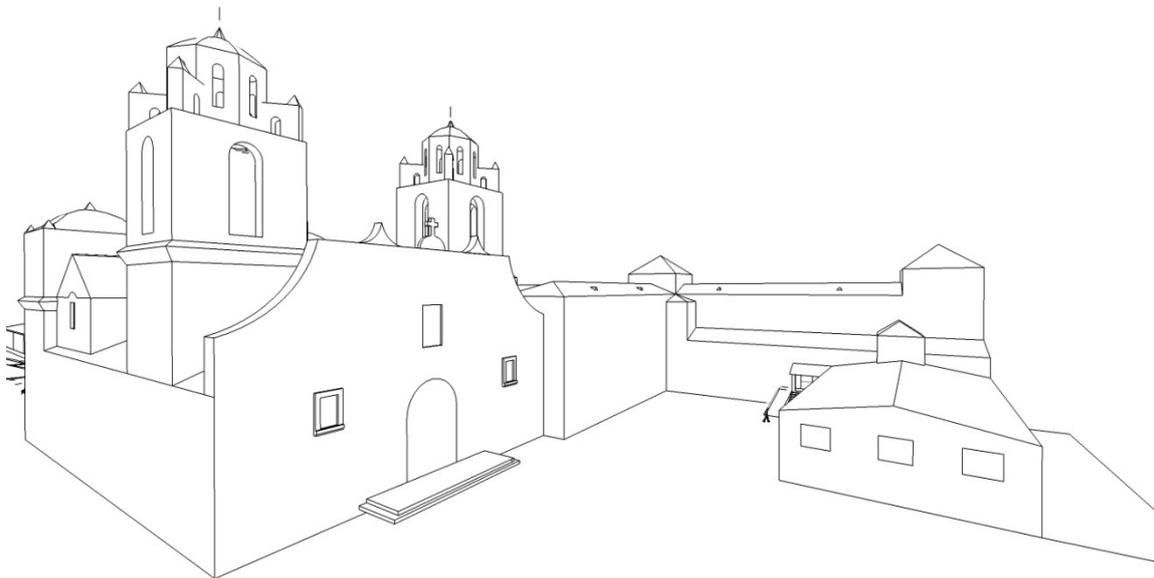
Course Description 2015/2016

End of Master Project

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

End of Master Project.....	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	3
Methodology	6
Syllabus.....	6
Relation to other subjects.....	7
Evaluation system	7
References	7
Related Webs	8
Recommendations for the study.....	8
Teaching materials	8

End of Master Project

End of Master Project

Module: **Practical**

Subject: **End of Master Project**

Type: **Practical**

ECTS Credits: **9**

Semester: **Second**

Teacher-in-charge: **M^a Mercedes Carmona**

Email: mcarmona@ucam.edu

Office hours (students): **Tuesdays, 11:30 - 12:30**

Module coordinator: **M^a Mercedes Carmona**

Brief Description

The Final Project is a research report about one of this master's subjects, which allows applying the skills acquired in the MBA curriculum.

Prerequisites

To study this course adequately, it is necessary for the student to have gained the knowledge assigned to the mandatory common module and to the subject chosen from the specialization module.

Goals

1. Applying knowledge acquired in MBA classes.
2. Searching for specialized information from adequate sources, summarise it and analyse it.
3. Knowing and applying the scientific method and/or business method while elaborating the FMT
4. Communicating the most relevant aspects of the FMT effectively as well-structured and organised.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

T3: Computer skills related to the field of study.

End of Master Project

T4: Decision-making.

T6: Work in an international context.

T7: Interpersonal skills.

T8: Critical thinking.

T9: Business ethics.

T10: Autonomous learning.

T11: Adaptation to new situations.

T12: Creativity.

T13: Leadership.

T14: Concern for quality.

T15: Ability to reflect.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

MECES1: For the students to learn how to apply new knowledge and their problem solving ability in new or unknown environments within larger (or multidisciplinary) contexts related to their field of study.

MECES2: For the students to gain the ability to integrate knowledge and face the complexity of making a judgement that, being based on incomplete or limited information, still corresponds to a reflection of social and ethical responsibilities related to the application of their knowledge and opinions.

MECES3: For the students to know how to communicate their conclusions (as well as the knowledge and the underlying arguments that support them) to specialised and unspecialised audiences in a clear and unambiguous manner.

MECES4: For the students to possess the learning abilities that enable them to keep studying in an autonomous and self-directed way.

Specific skills

E2: Going in-depth on the company's business management and different management areas.

E34. Being able to reflect the results of the learning associated to the syllabus in the Final Master's Project.

E35. Communicating the most important aspects of the Final Master's Project in a productive, structured and ordered way.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Managing and organising accounting and financial information gained during the learning process.

End of Master Project

LR: Knowing and using the possibilities that information technology offers to your field of study regarding its different applications.

LR: Decision making, in a comprehensive and critical manner, between different options.

LR: Developing your own professional work in a global environment.

LR: Gaining and put into practice social and communication skills that enhance interaction.

LR: Expressing opinions in a critical manner and in various situations.

LR: Recognising and defending each individual's fundamental rights.

LR: Managing your learning process in a proactive way.

LR: Behaviour adjustments regarding changes and demands that bring forward new situations.

LR: Planning and developing innovative actions whether in the field of knowledge or in everyday life.

LR: Gaining the required abilities and skills to bear responsibilities related to group management and organisation.

LR: Valuing the importance of correct fulfilment of your work.

LR: Thinking in a reasonable and critical manner about issues related to the field of study.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Being able, with the acquired knowledge, to manage changes in a new environment within a multidisciplinary context.

LR: Applying the acquired knowledge to the exercise of professional activity and to the solving of complex problems.

LR: Taking a stance on a specific matter and being able to use pedagogically a knowledge related to the field of study in order to convey your point of view.

LR: Planning and developing training initiatives that enable access to more specific professional and/or scientific knowledge within the field of study.

LR: Identifying and explaining the different theories of the companies of today.

LR: Identifying the problems of the different management areas and finding solutions.

LR: Applying the knowledge gained for the making of the Final Master's Project.

LR: Presenting the most relevant aspects of the Final Master's Project with the proper tools.

LR: Presenting a strong public defence for the Final Master's Project.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
Tutoring	10	11 hours (5%)	
Defence in public session	1		
Development and redaction of the Project	205		214 hours (95%)
Preparation of public defence	10		
TOTAL	225	11	214

Syllabus

The End of Master Project is a written document on a particular aspect of business reality that is studied from a scientific and professional viewpoint, so it offers students the opportunity to review and apply the knowledge and skills acquired in the course.

The theme of the End of Master Project could be:

- Selected by the student from the list published by the FMT Committee.
- Proposed individually by the student, keeping their preferences in mind.

In either case, the End of Master Project can be directed by one of the following situations:

- Identification of a problem in the context of a specific situation within a business, and issuing a report with proposed solutions.
- Study of a general aspect that affects an entire economic sector or business group, and the development of a combination of recommendations and conclusions.
- Development of an innovative perspective and its application on a business or sector, while critically analysing its implantation from all possible viewpoints.
- Elaboration of a creation of a new business plan.
- Study of a theme linked to any of the skills sets associated with their degree, going into detail about the precedents and contemporary state of the theme, perhaps accompanied by empirical application or quantification of the matter.

End of Master Project

Relation to other subjects

The End of Master Project is closely related to all subjects of the Master in Business Administration (MBA).

Evaluation system

September Convocation:

The assessment of the End of Master Project will be performed by an evaluating panel, keeping in mind the following criteria:

- Public defence of the FMT in front of the panel (25%).
- Scientific and methodological rigour, relevance and originality of the paper (35%).
- Conformation that all the requisites of the FMT have been met (30%).
- Formal aspects in the writing style (10%).

November Convocation:

Same criteria as the previous convocation.

References

Basic references

- Azar, G., Silar, M. (2006). Metodología de la investigación y técnicas para la elaboración de tesis. Madrid: Hispania Libros.
- Ballard, B.(1995) Cómo se hace un trabajo académico. Zaragoza: Prensas Universitarias de Zaragoza.
- Clanchy, J. (2000) Cómo se hace un trabajo académico: guía práctica para estudiantes universitarios. Zaragoza: Prensas Universitarias de Zaragoza
- Eco, U. (2010). Como se hace una tesis. Madrid: Editorial Gedisa.
- Medina Rivilla, A., Castillo Arredondo, S. (2003). Metodología para la realización de proyectos de investigación y tesis doctorales. Madrid: Universitas.
- Pantoja Vallejo, A. (2009). Manual básico para la realización de tesinas, tesis y trabajos de investigación. Madrid: Eos.

Complementary references

- Biagi Marta, C. (2010). Investigación Científica. Guía práctica para desarrollar proyectos y tesis. Paraná, Brasil: Jurua.

End of Master Project

- Colas Bravo, M., Buendía Eisman, L., Hernández Pina, F. (2009). Competencias científicas para la realización de una tesis doctoral. A Coruña: Davinci.
- Phillips Estelle, M., Pugh, D. (2008). La tesis doctoral. Barcelona: Bresca-Profit.
- Rivera Camino, J., Gómez Mejía, L. (2011). Cómo escribir y publicar una tesis doctoral. Madrid: Esic.
- Soriano, R. (2008). Cómo se escribe una tesis doctoral. Madrid: Berenice.

Related Webs

- http://www.bbtk.ull.es/view/institucional/bbtk/Como_elaborar_un_trabajo_1/es
- <http://www.uv.es/bibsoc/GM/dosieres/como.html>
- <http://www.buc.unican.es/Servicios/formacion/CITAR/PAG0.htm>

Recommendations for the study

Students are encouraged to participate in the activities of the subject, as well as frequent use of the resources of the Virtual Campus Library of UCAM.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



Course Description 2015/2016

Business Internships

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Business Internships	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	6
Syllabus.....	6
Relation to other subjects.....	6
Evaluation system	7
References	7
Related Webs	7
Recommendations for the study.....	7
Teaching materials	7

Business Internships

Business Internships

Module: **Practical**

Subject: **Business Internships**

Type: **Practical**

ECTS Credits: **6**

Semester: **Second**

Teacher-in-charge: **M^a Mercedes Carmona**

Email: mcarmona@ucam.edu

Office hours (students): **Tuesdays, 11:30 - 12:30**

Module coordinator: **M^a Mercedes Carmona**

Brief Description

The aim of work placement in companies is to allow students to complement their multidisciplinary education through the practical application of knowledge and skills acquired in their MBA University Master.

To this end, the MBA offers students the possibility to professionally integrate in business management areas to identify and implement methods and management techniques of business organization.

Prerequisites

To study this course adequately, it is necessary for the student to have gained the knowledge assigned to the mandatory common module and to the subject chosen from the specialization module.

Goals

1. Applying the skills gained during the University Master of Business Administration (MBA).
2. Giving the student the opportunity to fit in professionally in the different functional areas of the company.
3. Giving the student the opportunity to identify and apply methods and techniques of management and organisation of companies.

Skills and learning results

Transversal skills

T2: Ability to organise and plan.

T4: Decision-making.

T5: Teamwork.

T6: Work in an international context.

T7: Interpersonal skills.

T8: Critical thinking.

T11: Adaptation to new situations.

T12: Creativity.

T14: Concern for quality.

MECES1: For the students to learn how to apply new knowledge and their problem solving ability in new or unknown environments within larger (or multidisciplinary) contexts related to their field of study.

MECES2: For the students to gain the ability to integrate knowledge and face the complexity of making a judgement that, being based on incomplete or limited information, still corresponds to a reflection of social and ethical responsibilities related to the application of their knowledge and opinions.

MECES3: For the students to know how to communicate their conclusions (as well as the knowledge and the underlying arguments that support them) to specialised and unspecialised audiences in a clear and unambiguous manner.

MECES4: For the students to possess the learning abilities that enable them to keep studying in an autonomous and self-directed way.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E1: Mastering and integrating the necessary tools and methods of management for the development of your professional activity.

E2: Going in-depth into the company's business management and different management areas.

E8: Solving economic and business problems by applying concepts, properties, norms, techniques and adapted methods to the corresponding functional area.

Business Internships

E17: Explaining the relevant, reliable and structured information for decision making and problem solving with the necessary media.

E31: Identifying and understanding the factors and dimensions that are part of the company on a functional level and the features of its administration system.

E32: Applying the knowledge and techniques gained during the MBA to business management.

E33: Initiating the integration process in the professional business world.

Learning results

LR: Managing and organising accounting and financial information gained during the learning process.

LR: Decision making, in a comprehensive and critical manner, between different options.

LR: Gaining and implementing collaboration strategies and abilities that favour teamwork.

LR: Developing your own professional work in a global environment.

LRT7: Gaining and put into practice social and communication skills that enhance interaction.

LR: Expressing opinions in a critical manner and in various situations.

LR: Behaviour adjustments regarding changes and demands that bring forward new situations.

LR: Planning and developing innovative actions whether in the field of knowledge or in everyday life.

LR: Valuing the importance of correct fulfilment of your work.

LR: Being able, with the acquired knowledge, to manage changes in a new environment within a multidisciplinary context.

LR: Applying the acquired knowledge to the exercise of professional activity and to the solving of complex problems.

LR: Taking a stance on a specific matter and being able to use pedagogically a knowledge related to the field of study in order to convey your point of view.

LR: Planning and developing training initiatives that enable access to more specific professional and/or scientific knowledge within the field of study.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Carrying out projects that challenge your critical and reflective abilities, being able to make decisions and put into practice your ability to analyse and synthesise the economic and business phenomena.

LR: Applying and corroborating the theoretical and practical knowledge gained in the company.

LR: Knowing the purpose of the company's functional areas in various productive sectors.

Business Internships

LR: Understanding and applying knowledge through abilities of solving new or little-known problems in the development of the professional activity within multidisciplinary contexts.

LR: Being able to integrate knowledge and face the complexity of making a judgement that is based on incomplete information.

LR: Selecting the most important information of a situation in a systematic and fluent way by applying it effectively.

LR: Gaining a complete vision of the system and the operation of the resources management processes as a main focus.

LR: Having a global vision of the issues of the current business reality.

LR: Identifying the issues deriving from business management and proposing solutions.

LR: Adapting to the different tasks of business management.

LR: Developing the gained knowledge and skills in the business practice.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	0,5	4 hours (2,6%)	
Tutoring	3,5		
Internships in the Company	140		146 hours (97,4%)
Writing the Internship Report	6		
TOTAL	150	4	146

Syllabus

There is no syllabus for Business Internships because of the course type.

Relation to other subjects

The End of Master Project is closely related to all subjects of the Master in Business Administration (MBA).

Evaluation system

September Convocation:

Students will be evaluated by the internal MBA tutor based on the Report presented by the student, his/her Evaluation Report and the external tutor's Evaluation Report.

The final percentage mark shall be determined as follows:

- Internal tutor report: 35% (based on the information conveyed by both the student and the external tutor)
- Company's external tutor report: 35%
- Internship Report: 30%
 - Structure and presentation: 10%
 - Quality and content: 20%

November Convocation:

Same criteria as the previous convocation.

References

There are no references for Business Internships because of the course type.

Related Webs

There are no related webs for Business Internships because of the course type.

Recommendations for the study

None specified.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.



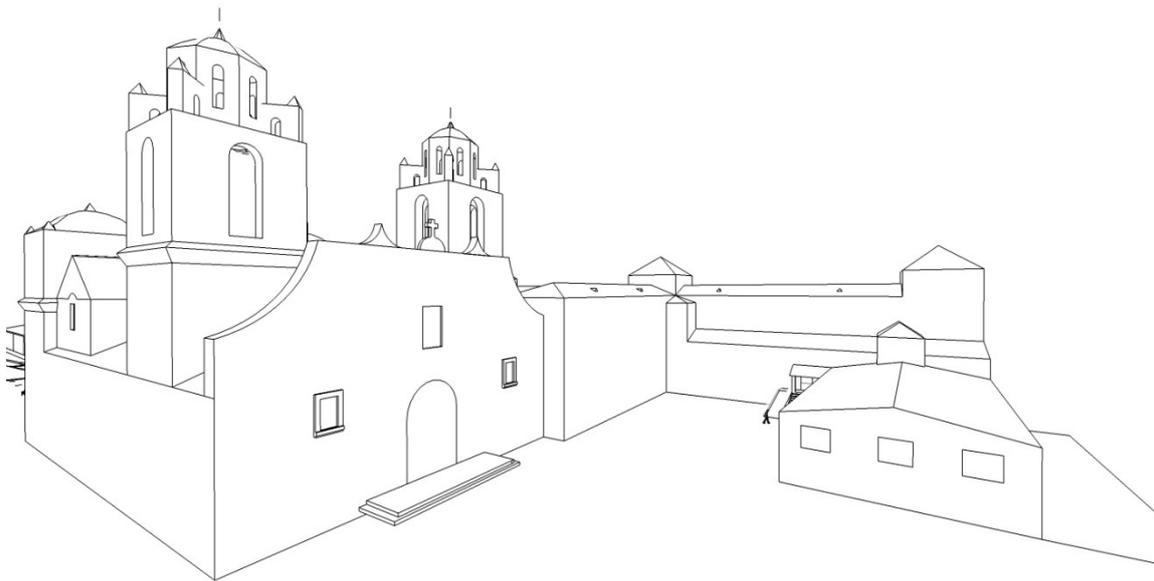
Course Description 2015/2016

Marketing Strategies

Master in Business Administration (MBA)

Official Title

On-Campus Learning



Index

Marketing Strategies	3
Brief Description.....	3
Prerequisites.....	3
Goals.....	3
Skills and learning results	4
Methodology	5
Syllabus.....	6
Relation to other subjects.....	6
Evaluation system	7
References	7
Related Webs	8
Recommendations for the study.....	8
Teaching materials	9

Marketing Strategies

Module: **Specialization Module**

Subject: **Marketing Strategies**

Type: **Optional**

ECTS Credits: **15 ECTS**

Semester: **Second**

Teacher-in-charge: **María Concepción Parra & Pilar Flores**

Email: mcparra@ucam.edu & pflores@ucam.edu

Office hours (students): **Fridays 17:00 - 18:00**

Module coordinator: **María Concepción Parra y Pilar Flores**

Brief Description

The subject introduces the pupil in the fundamental concepts of the Marketing management, with special attention to the market and the competence from a modern conception of orientation to the client. Later, there will be approached the diverse existing instruments of marketing such as the product, the price, the distribution and the communication. Finally, the pupil is guided in the production of the marketing plan.

Prerequisites

To take this specific module adequately, the students are required to have acquired the skills assigned to the obligatory common module.

Goals

1. Knowing the tasks assigned to the marketing department.
2. Understanding the marketing tools: the product, price, communication and distribution.
3. Knowing the techniques for customer loyalty.
4. Knowing how to use the technological tools in the marketing field.
5. Knowing how to develop a marketing plan.
6. Knowing the methods of commercial investigation.

Skills and learning results

Transversal skills

T1: Ability to analyse and synthesise.

T2: Ability to organise and plan.

MCER5: Understanding the main points from clear texts written in standard language if they deal with familiar issues, whether from working, studying or relaxing situations.

MCER7: Producing simple and coherent texts dealing with familiar topics or bringing about a personal interest.

MCER8: Being able to describe experiences, events, wishes and aspirations as well as briefly justifying your opinions or to explain your plans.

Specific skills

E4: Being able to apply the gained knowledge to the business reality.

E5: Understanding the organisations' marketing culture and the consumer's behaviour and draw up marketing plans.

E6: Knowing the specific procedures to understand and use the Marketing Mix elements.

E7: Being able to look for and systematize information from different sources, interpret the obtained results and make commercial reports.

E8: Solving economic and business problems by applying concepts, properties, norms, techniques and adapted methods to the corresponding functional area.

Learning results

LR: Understanding, thinking and synthesising contents of the socio-economic and legal framework.

LR: Managing and organising accounting and financial information gained during the learning process.

LR: Analysing and synthesising the key questions of a text related to everyday life or the field of study.

LR: Writing about personal and professional issues.

LR: Being able to communicate, both orally and written, situations that include reflected opinions, affective dimension and purposes.

LR: Determining the company's competitive positioning in the global environment.

LR: Knowing and applying the tools for differentiation and segmentation in making commercial decisions.

Marketing Strategies

LR: Knowing how to develop a marketing plan.

LR: Being able to deepen the knowledge on the consumers' needs and expectations.

LR: Knowing how to use the tools for customer loyalty.

LR: Being able to manage a product portfolio.

LR: Knowing how to apply the techniques and strategies for price setting.

LR: Making decisions regarding distribution policies.

LR: Knowing how to design communication strategies.

LR: Being able to select primary and secondary information sources.

LR: Knowing how to use the methods and techniques for commercial investigation.

LR: Interpreting the results of the market investigation.

LR: Understanding and applying knowledge through abilities of solving new or little-known problems in the marketing area within multidisciplinary contexts.

Methodology

Methodology	Hours	In-class studying hours	Off-class studying hours
In-class course	60	105 hours (40 %)	
Tutoring	23		
In-class evaluation	22		
Personal study	121,5	270 hours (60 %)	
Recommended Reading and information search	27		
Problem solving, case studying and project assignment	81		
Debate and lecture preparation	40,5		
TOTAL	375	105	270

Marketing Strategies

Syllabus

1. The product
 - 1.1.- Types
 - 1.2.- Life cycle of the product
 - 1.3.- Development of new products
 - 1.4.- Innovation
2. The price
 - 2.1.- Concept
 - 2.2.- Determinants of the price setting
 - 2.3.- Strategies of the price setting
3. -The distribution
 - 3.1.- Concept
 - 3.2.- Functions of the intermediation
 - 3.3.- Channels
 - 3.4.- Merchandising
4. The communication
 - 4.1.- Processes of commercial communication
 - 4.2.- Communication tools
 - 4.3.- Advertisements and public relations
 - 4.4.- Personal sales
 - 4.5.- Direct marketing
5. Commercial investigation
 - 5.1.- Sources
 - 5.2.- Qualitative investigation
 - 5.3.- Quantitative investigation
6. Strategies for customer loyalty
 - 6.1.- Loyalty campaign
 - 6.2.- Techniques and tools
 - 6.3.-CRM
7. ICT in marketing
8. The marketing plan
9. Creation of companies and marketing strategies

Relation to other subjects

This subject is related to all the mandatory subjects of the curriculum, especially to Marketing and Commercial Management.

Evaluation system

February/June exams:

The continuous evaluation will include all the activities carried out by the student as well as their in-class participation.

The final mark's percentage will be the following:

1. In-class presentation of a solved case study or a theoretical project (80%)

- **Development:** By the end of the term, the student shall carry out, individually or in group, an in-class presentation of a case study or a theoretical project.

2. The student in-class participation will be assessed with 20% of the course's total mark.

Development: The student's participation in the various training activities that are part of the course will be evaluated through the handing over and correction of exercises, projects, case studies and problems, carried out individually or in group, the public defense of some of these projects and the participation to debates in forums.

September exams:

Same evaluation as the previous exam period.

References

- Parra Meroño, M.C. y Beltrán Bueno, M.A.(2011). Marketing y Dirección Comercial. UCAM, Murcia.
- Barquero, J.D., Marketing de los clientes, McGraw-Hill, Madrid 2007.
- Cutropía Fernández, C., (2005). Plan de marketing paso a paso, Esic, Madrid.
- De Juan Vigaray, M. D., (2004). Comercialización y retailing, Pearson-Prentice Hall, Madrid.
- Ferrell, O. C. y Hartline, M. D., (2006). Estrategia de marketing, Thomson-Paraninfo, Madrid.
- Kotler, P. y Lane, K. (2006). Dirección de marketing., Pearson-Prentice Hall, Madrid.
- Munuera Alemán, J. L. (2010). Casos de éxito de las empresas murcianas., Esic, Madrid.
- Munuera Alemán, J. L. y Rodríguez, A. I. (2012). Estrategias de marketing: un enfoque basado en el proceso de dirección. Esic, Madrid.
- Ruiz De Maya, S., Grande Esteban, I., (2006). Comportamientos de compra del consumidor, 29 casos reales, Esic, Madrid.
- Sainz de Vicuña Ancín, J.M. (2007). El plan de marketing en la práctica, Esic, Madrid.
- Santesmases Mestre, M., (2012). Marketing, conceptos y estrategias, Pirámide, Madrid.

Related Webs

www.marketingdirecto.com

www.fecemd.org

www.dircom.org

www.aui.es

www.acrwebsite.org

www.ama.org

www.afe.es

www.aimc.es

www.agep.es

www.agemdi.org

www.aedemo.es

www.aece.org

www.aeap.es

www.anunciantes.com

www.adecec.com

www.ams-web.org

www.agenciasdemedios.com

www.aap.es

www.interbrand.com/

www.aemark.es

Recommendations for the study

It is fundamental for a proper course fulfilment to carry out the activities, study individually on a daily basis and solve the suggested case studies, as well as solving any question you might have while studying.

Teaching materials

A PC with Internet connection and office software programs (word processor, spreadsheet, presentation, etc.) for personal studies is necessary. It is also recommended for students to use storage devices (such as memory sticks, CDs or DVDs) to speed up the exchange and storage of Power Point presentations, exercises, case studies, etc., data.