

# DIPLOMA IN EUROPEAN BUSINESS AND ECONOMICS

## Module Description BUSINESS MANAGEMENT TECHNIQUES: GOOD PRACTICES

<b>Total contact hours</b>	45
<b>ECTS</b>	5 (6 UC credits)
<b>Taught by</b>	Prof. Dr. Margarita Alonso Martínez –Coordinator- Prof. Dr. Pedro Solana González Prof. Dr. Ignacio Rodríguez del Bosque Prof. Dr. María Sarabia Alegria Prof. Dr. Mercedes Carro Arana Prof. Gemma Hernando Moliner Prof. Irene García González
<b>Learning goals related to</b>	<p><b>Technical Competence:</b> This course presents theoretical and practical approaches in order to help firms operate and adopt decisions. Organisational behaviour will be analyzed from strategic management and leadership viewpoints in different clustering. In this sense, the study of competitor analysis (mimicry, competitive and non-competitive processes) and of interfirm rivalry (interactive market behaviour) will be also examined according to overlapping terminology as for example bandwagons, mimetic isomorphism or follow-the-leader-behaviour.</p> <p>Information Technologies are oriented to provide instruments and analytical skills relating to information and communication technologies and how they are applied to business's decision making processes. This module provides a broad overview of the definitions, concepts and professional techniques that includes two main areas of study related with Knowledge Management and E-Business solutions. These two subject areas are approached practically with students doing group work activities, presentations and finding solutions for technological and knowledge based problems in companies.</p> <p>The aim of the Financing Management within the firm is to offer a complete vision of the financing decisions in companies. That is we will analyse the different financing sources and also the costs involved in order to take optimal financing decisions in the company.</p> <p><b>Methodological Competence:</b> This course will take an analytical and practical approach to Business Management (Marketing, Finance, Accounting, Information and Communication Technologies, Management Operations and Organisational Behaviour) but there will be a strong focus on applications and case studies in both the classroom and the course work</p> <p><b>Social Competence:</b> All students are expected to actively participate in class. Many classes are interactive, and based around analysing case studies. Students are asked to form small groups and attempt to resolve the business management problem.</p>

	<p><b>Personal Skills:</b> The course will consist of lectures on the basic material coupled with examples (Managerial implication – Business Management Benchmarking) and case studies and an applied problem set for each section to develop analytical skills.</p>
<p><b>Content</b></p>	<ol style="list-style-type: none"> <li><b>1. The Nature of Strategic Management</b> <ul style="list-style-type: none"> <li>- Strategic concept</li> <li>- The Strategist</li> <li>- Formulating strategy</li> <li>- Organizational strategy</li> </ul> </li> <li><b>2. Organizational Behaviour</b> <ul style="list-style-type: none"> <li>- Introducing organizational behaviour</li> <li>- Diagnosing Individual behaviour</li> <li>- Diagnosing Group behaviour</li> </ul> </li> <li><b>3. Management Information Systems</b> <ul style="list-style-type: none"> <li>- Information Systems and Organizations</li> <li>- Managing Data Resources</li> <li>- Internet and Electronic Business</li> <li>- Exercises and case studies</li> </ul> </li> <li><b>4. Knowledge Management</b> <ul style="list-style-type: none"> <li>- Approaching knowledge and “Knowledge Management”</li> <li>- Understanding Knowledge Management</li> <li>- Implementing and enabling knowledge initiatives</li> <li>- Exercises and case studies</li> </ul> </li> <li><b>5. Marketing management: new trends</b> <ul style="list-style-type: none"> <li>- Concept and evolution of marketing: from transaction to relationship</li> <li>- Strategy and tactic in marketing</li> <li>- Keys of the advertising</li> </ul> </li> <li><b>6. Consumer behaviour and marketing strategies</b> <ul style="list-style-type: none"> <li>- Internal and external variables of consumer behaviour</li> <li>- Practical cases</li> </ul> </li> <li><b>7. Financial decisions in the Firm</b> <ul style="list-style-type: none"> <li>- Investment planning.</li> <li>- Financing planning.</li> </ul> </li> <li><b>8. Internal and external financing sources</b> <ul style="list-style-type: none"> <li>- Financing by equities.</li> <li>- Financing by bonds.</li> <li>- Loans and credits.</li> <li>- Short-term financing sources.</li> <li>- Medium and long-term financing sources.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>- Other financing sources.</li> </ul> <p><b>9. International Accounting Harmonization.</b></p> <ul style="list-style-type: none"> <li>- Introduction</li> <li>- The process of international accounting harmonization.</li> <li>- International Financial Reporting Standards (IFRS) in Europe.</li> <li>- The effects of IFRS in Spain.</li> </ul> <p><b>10. International Financial Reporting Standards.</b></p> <ul style="list-style-type: none"> <li>- IASB: Organization, Accounting Standards, chronology and projects.</li> <li>- The IASB Framework for the preparation and presentation of Financial Statements.</li> <li>- The latest version of IFRSs and International Accounting Standards (IASs): Application and implementation guidance.</li> <li>- The IFRSs and IASs: Illustrative examples.</li> </ul>
<p><b>Teaching material</b></p>	<p>▪ <b>Core Texts:</b></p> <p>Allee, V. The future of knowledge: Increasing prosperity through value networks. Oxford: Butterworth-Heinemann 2002.</p> <p>Altmann E. E. (1986): Handbook of Corporate Finance. John Wiley &amp; Son.</p> <p>Baron. D. (1996). Business and its environment. Prentice Hall: New Jersey.</p> <p>Brealey, R.; Myers, S.; Marcus, A. (1995): Fundamentals of corporate finance. 5<sup>th</sup> edition. Mc Graw Hill.</p> <p>David, F. (1997). Concepts of Strategic Management. Prentice Hall: New Jersey.</p> <p>Howells, P.; Bain, K. (1998): The economics of money, banking and finance. Prentice.</p> <p>International Accounting Standards Committee Foundation (IASCF) (2006): International Financial reporting Standards (IFRS), IASCF Publications, London.</p> <p>International Accounting Standards Committee Foundation (IASCF) (2004): Conceptual Frameworks, IASCF Publications, London.</p> <p>Kotler, P. (2003): Marketing Management, Prentice Hall.</p> <p>Maclaney, E.J. (1994): Business Finance for decision makers. 2<sup>nd</sup> edition. Pitman.</p> <p>Maurice D. L. (1996): International finance: the markets and financial management of multinational business. 3<sup>rd</sup> edition. Irwin.</p> <p>Ross, S.; Westerfield, R.; Jaffe, J. (1996): Corporate finance: solutions manual. 4<sup>th</sup> edition. Irwin.</p> <p>Shapiro, C. ; Varian, H.R. Information Rules. A strategic Guide to the Network Economy. Harvard Business School Press (1999).</p> <p>Solomon, M., Banossy, G. and Askegaard, S. (2002): Consumer behaviour : a european perspective. 2<sup>nd</sup> edition. Pearson Education.</p>

	<p>Van Horne, J.C.; Wachowicz, J.M. (1995): Fundamentals of financial management. 9<sup>th</sup> edition. Prentice Hall.</p> <ul style="list-style-type: none"> <li>▪ <b>Additional material:</b></li> </ul> <p><a href="http://www.icac.meh.es/icacpringles.htm">www.icac.meh.es/icacpringles.htm</a></p>
<b>Teaching methods</b>	<ul style="list-style-type: none"> <li>▪ The class will consist of lectures on the basic material coupled with examples and case studies and an applied problem set for each section.</li> <li>▪ The content of the module is structured to provide a varied learning environment. Participants will be encouraged to share their experiences and ideas and work with others to explore new ways of thinking. The module will be conducted using a mixture of lectures; small group activities; practical exercises, case studies, facilitated discussions and oral presentations.</li> </ul>
<b>Assessment</b>	Student's presentations, group work activities and written exam

<b>Workload</b>	Contact hours:	45
	Preparation and follow up of lectures:	30
	Student's paper:	20
	Presentations:	20
	Preparation for a final written assignment:	10
<b>International aspects</b>	<ul style="list-style-type: none"> <li>▪ Use of international examples and teaching material</li> </ul>	
<b>Cross-cultural reference</b>	<ul style="list-style-type: none"> <li>▪ Participants of international origin. (normally)</li> </ul>	
<b>Course language</b>	<ul style="list-style-type: none"> <li>▪ English</li> </ul>	
<b>Integration of business partners</b>	<ul style="list-style-type: none"> <li>▪ Visits to managers of various companies</li> </ul>	
<b>Particularities</b>	<ul style="list-style-type: none"> <li>▪</li> </ul>	