

**CONTENT OF COURSES**

**2022/2023**

**MASTER'S DEGREE IN BUSINESS ADMINISTRATION**

The following information is  
subject to changes.  
For more details regarding the  
courses, please, contact the  
coordinating professor.

Updated 28/09/2022

**FUNDAMENTOS DE ECONOMÍA  
FUNDAMENTALS OF ECONOMICS**

1. Presentation. Economic fundamentals for business management. Methodology.
2. Tools for economic analysis 1. Indicators and graphs.
3. Tools for economic analysis 2. Economic relations and their valuation
4. Tools for economic analysis 3. Economic relations and their valuation
5. Theory on demand
6. Estimation of demand function demand
7. Theory of production
8. Estimation of production functions
9. Mediation and evolution of production and income
10. Mediation and evolution of the work market and inflation
11. Management and settings in the telecommunications sector
12. Autonomous financing
13. The public sector and the external sector
14. Theory of costs
15. Analysis of the sectoral structure of the environment: Economy and environment
16. Estimation of cost functions
17. Theory on the structure of markets and prices
18. Presentation of work exhibition
19. 19. Exam

**HABILIDADES DIRECTIVAS  
MANAGEMENT SKILLS**

**Activities and content**

Presentation of the course Management skills

2 sessions dedicated to presenting theoretical approaches and perspectives of managerial competences and skills.

Creativity management

2 sessions where the managerial skills of creativity and their management will be presented.

Presentation of the course

Management experiences in managerial skills and competencies "Quo Vadis?" Professional and personal development of managers.

Teamwork and its design

2 sessions of face-to-face classes in which the concepts of the design and operation of working in a team will be developed.

Management experiences in managerial skills and competencies

2 sessions that present resilience or art overcoming difficulties and management of change.

Time management

2 sessions covering the managerial needs to improvement time management.

Assertiveness and communication skills

2 face-to-face classes in which concepts will be developed such as interpersonal communication, defensive/positive attitudes, communication skills, improvements in the communication style.

Efficient presentations

2 sessions where skills in public speaking and presentations in public will be addressed.

### DIRECCIÓN ESTRATÉGICA STRATEGIC MANAGEMENT

#### Activities and content

1. An introduction to strategic management
2. The strategic position: an analysis of the environment
3. The strategic position: an analysis of resources and capabilities
4. Competitive advantage analysis
5. Competitive advantage analysis
6. Corporate Strategy Analysis: Cooperation
7. Corporate Strategy Analysis: Internationalisation
8. Corporate Strategy Analysis: Diversification
9. Balance scorecard
10. Balance scorecard
11. Managerial experience
12. Course exam

**DIRECCIÓN DE RECURSOS HUMANOS**  
**HUMAN RESOURCES MANAGEMENT**

1. Presentation of the course
2. Management of human resources and its importance
3. Processes (basic, development, allocation and compensation) of Human Resources Management
4. Balanced Scorecard Applied to Human Resources (I)
5. The integration of occupational risk prevention in the company's management system.
6. Organizational Behaviour and Human Resources
7. Organisational behaviour management tools
8. Work relations and human resources
9. Future prospects: Management of international human resources
10. Future prospects: The CSR of a business
11. The welcoming process
12. Future prospects: Work-life balance
13. HR Management: Executive Perspective
14. Balanced Scorecard Applied to Human Resources 15. Evaluation of the course

**DIRECCIÓN DE MARKETING**  
**MARKETING MANAGEMENT**

1. Presentation
2. Experiential marketing
3. Market, segmentation and positioning
4. Investigation of markets
5. Market analysis, satisfaction of customer needs, customer value expectations
6. Product strategies, creation and development of new products
7. Price strategies
8. Communication strategies
9. Analysis of advertising strategies, from the point of view of neuromarketing
10. Ecommerce and digital marketing
11. Mobile marketing
12. Economics, business, marketing and the sustainable development goals and the United Nations
13. Evaluation

**DIRECCIÓN DE OPERACIONES**  
**OPERATIONAL MANAGEMENT**

Activities and contents

1. Presentation of the Operations Management Module
2. 3. Product design and productive processes
- 4.5. Production planning
- 6.7. Plant location and distribution
- 8.9. Inventory management
- 10.11. Planning and project management
- 12.13. Lean Management (continuous improvement)
- 14.15. Total quality
16. Theoretical and practical exam

**FINANZAS EMPRESARIALES**  
**CORPORATE FINANCE**

Activities and contents

1. Economic and financial structure
- 2.3. Economic and financial feasibility of investment-financing projects
4. Economic and financial feasibility of investment-financing projects
5. Current capital management: Cash Management
6. Sources of financing
7. Banking negotiation
- 8.9. Budgeting
- 10.11. Budgeting
- 12.13. Financial planning
- 14.15. Risk management and negotiable instruments
- 16.17. Introduction to business valuation
- 18.19. Introduction to business valuation
20. Exam

**INFORMACIÓN CONTABLE Y TOMA DE DECISIONES**  
**ACCOUNTING INFORMATION AND DECISION MAKING**

Activities and contents

1. Economic and financial concepts and terminology
2. Economic and financial information of the business. Financial statements (1)
3. Economic and financial information of the business. Financial statements (2)
4. Economic and financial information of the business. Financial statements (3)
5. Economic and financial information of the business. Financial statements (4)
6. Analysis of the assets and income
7. Analysis of working capital
8. Analysis of short and long-term solvency (1)
9. Analysis of short and long-term solvency (2)
10. Analysis of profitability
11. Analysis of the company's production processes, value generation and cost (1)
12. Analysis of the company's production processes, value generation and cost (2)
13. Different methodologies for allocating and calculating costs according to their profits
14. Accounting information for planning and management control (1)
15. Management control tools in new business environments
16. New technology and decision making on the basis of accounting information
17. Accounting information for planning and management control (2)
18. Accounting information for strategic and short-term decision making (1)
19. Accounting information for strategic and short-term decision making (2)
20. Exam

**METODOLOGÍAS Y LÍNEAS DE INVESTIGACIÓN PARA LA DIRECCIÓN**  
**METHODOLOGIES AND LINES OF RESEARCH FOR MANAGEMENT**

Activities and contents

1. Course presentation
- 2.3. Fundamentals of the Evidence-Based Management Model
- 4.5. Fundamentals of the Evidence-Based Management Model
- 6.7. Scientific and professional sources
- 8.9. Scientific and professional sources
- 10.11. Introduction of data analysis
- 12.13. Introduction of data analysis
- 14.15. Work discussions
16. Evaluation session

**TRABAJO FIN DE MÁSTER**  
**MASTERS THESIS**

Brief description of the contents

The Master's thesis is an individual piece of work done by the supervised student for the elaboration of a project, an analysis or an original study which allows the student to demonstrate in an integrated way the formative contents obtained, as well as their abilities, skills and competences acquired during the course of the master's degree.

The thesis can have, depending on the student's profile, two orientations:

- a) A thesis with a professional profile, where the student will carry out an individual piece of supervised work to develop, after the completion of the training period in the business or in the business application project, an original and differentiated study of the application project in business internships, if applicable. This work must relate to the knowledge and competences acquired in the master's degree with the resolution of a problem detected in the company's practice, the proposal of an improvement of some aspect of business management or the proposal of a business project.
- b) A thesis with a research profile, where the student will carry out an individual piece of supervised work to develop after the completion of the research work, the transfer of the investigated question to the professional field, focusing on the implications and practical application to business management of the IT performed and of transfer of results, through an informative approach.

**PRÁCTICAS EN EMPRESA**  
**INTERNSHIPS IN A COMPANY**

Brief description of the contents

It can be carried out in one of two ways:

1. Through a supervised training stay in a collaborating organization of no more than three months duration.
2. Through a performance of a supervised project based on information provided by a collaborating organization.

**TRABAJO DE INVESTIGACIÓN**  
**RESEARCH WORK**

Brief description of the contents

The research work will revolve around the topics and lines of research within the framework of Business Management and administrations and will be conducted by a doctoral professor from the departments that teach in the Master's program with the aim to provide continuity to the academic/research career within the framework of the established by the Postgraduate Commission of the University of Cadiz. The minimum content will be :

1. Introduction, clearly outlining the research question and its background.
2. Theoretical framework duly justified in the literature.
3. Presentation of a model adequately justified in the literature, with the hypotheses deduced from the model.
4. Methodological proposal
5. Empirical analysis proposal.
6. Analysis of results, if applicable
7. Conclusions and discussion
8. Future lines of research