

CONTENT OF COURSES
2022/2023
DEGREE IN BUSINESS ADMINISTRATION
THIRD YEAR

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

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FIRST SEMESTER
STRATEGIC MANAGEMENT 1

Chapter 1 – Strategy concept
Chapter 2 – Value creation, group interests, objectives and business values
Chapter 3 - External analysis: Environmental and sectoral analysis
Chapter 4 - Internal analysis: Company resources and capabilities
Chapter 5 - Nature and sources of competitive advantage
Chapter 6 – Cost advantage
Chapter 7 – Differentiation advantage
Chapter 8 - Strategies based on the Characteristics of the industry

MANAGEMENT ACCOUNTING 1

Block 1- A first approach to cost and management accounting
Topic 1. Nature and content of cost and management accounting

- 1.1. Business management and information needs.
- 1.2. What information should management accounting provide?
- 1.3. Definition of Management Accounting.
- 1.4. Differences between management accounting and financial accounting.
- 1.5. Management Accounting and Cost Accounting.
- 1.6. Standardisation of Management Accounting.

Block 2 - Cost accounting: key issues.
Topic 2. Fundamental concepts of cost accounting.

- 2.1. Concept of cost.
- 2.2. Concept of expenditure in financial accounting.
- 2.3. The concept of burden.
- 2.4. Classification of costs.
- 2.5. The concept of revenue, margin and profit or loss in cost accounting.
- 2.6. Differences and reconciliation of the operating result of Cost Accounting with the results of Financial Accounting.

Theme 3. Cost calculation systems. General considerations.

- 3.1. Usefulness of product costing.
- 3.2. Structure of a general costing model.
- 3.3. Synthetic vision of the operating result.
- 3.4. Costing systems.
- 3.5. Are some costing methods systematically better than others?

Block 3. Elements of product cost.
Topic 4. Indirect costs.

- 4.1. Concept and classification of indirect costs.
- 4.2. The allocation of indirect costs in organic cost models.
- 4.3. The allocation of indirect costs in the ABC model.

Topic 5. Direct costs.

- 5.1. Concept and classification.
- 5.2. The cost of materials.
- 5.3. The cost of labour.
- 5.4. The process of allocation of direct costs to the products.

Block 4. Cost systems and product valuation.

Topic 6. Cost systems by orders, by processes and by operations.

- 6.1. Types of production systems and the cost absorption systems.
- 6.2. Cost accounting by work orders.
- 6.3. Activity-based costing. The problem of production in process.

Topic 7. Treatment of damaged and defective products.

- 7.1. Introduction.
- 7.2. Damaged products and the cost of production.
- 7.3. Determination of the cost of production in the presence of defective products.

Topic 8. The activity-based costing system.

- 8.1. Background and fundamentals of ABC models.
- 8.2. The process of cost allocation in the ABC model.
- 8.3. The implementation of the ABC model.
- 8.4. Conditions for the implementation of the ABC model.
- 8.5. The ABC model and traditional costing systems.

HUMAN RESOURCES MANAGEMENT 1

Topic 01: Human Resource Management and Organisational Behaviour

- 0.0.- The origin and evolution of human resource management
- 1.1.- The importance of interpersonal skills
- 1.2.- Management and organisational behaviour
- 1.3.- Complementing intuition with systematic study
- 1.4.- Disciplines involved in the field of human resource management
- 1.5.- There are few absolutes in co-management.
- 1.6.- Challenges and opportunities of co-operation
- 1.7.- Upcoming attractions: development of a co model
- 1.8.- Conclusions

Topic 02: Attitudes and job satisfaction

- 2.1.- Attitudes
- 2.2.- Attitudes and behaviour
- 2.3.- Attitudes towards work
- 2.4.- Job satisfaction
- 2.5.- What is job satisfaction due to?
- 2.6.- The effects of job satisfaction
- 2.7.- The effects of job dissatisfaction
- 2.8.- Conclusions

Topic 03: Emotions and Moods

- 3.1.- What are emotions and moods?
- 3.2.- Source of emotions and states of mind
- 3.3.- Emotional work
- 3.4.- Theory of affective events
- 3.5.- Emotional intelligence.
- 3.6.- Emotional regulation
- 3.7.- Applications of emotions and moods to organisational behaviour
- 3.8.- Conclusions

Theme 04: Personality and Values

- 4.1.- Personality.
- 4.2.- Personality theories.
- 4.3.- Other personality traits that influence the co-operation
- 4.4.- Personality and situations
- 4.5.- Values
- 4.6.- Linking an individual's personality and values to the workplace
- 4.7.- Cultural values
- 4.8.- Conclusions

Topic 05: Perception and individual decision making

- 5.1.- What is perception?
- 5.2.- Perception of human beings: making judgements about other people
- 5.3.- The link between perception and individual decision-making
- 5.4.- Decision making in organisations
- 5.5.- Influence on decision making: individual differences and organisational constraints
- 5.6.- Ethics and decision making
- 5.7.- Creativity, creative decision making and innovation in organisations 5.8.
- 5.8.- Conclusions

Topic 06: Concepts relating to motivation

- 6.1.- Motivation and the first theories
- 6.2.- First theories of motivation
- 6.3.- Contemporary theories of motivation 6.4.
- 6.4.- Other contemporary theories of motivation 6.5.
- 6.5.- Job commitment
- 6.6.- Integration of contemporary motivation theories
- 6.7.- Conclusions

Topic 07: Motivation: from concepts to applications

- 7.1.- Motivating through job design: the job characteristics model
- 7.2.- Redesigning the workplace
- 7.3.- Alternative job designs
- 7.4.- Involvement and participation of employees
- 7.5.- Use of rewards to motivate employees 7.6.
- 7.6.- Use of benefits to motivate the workforce 7.7.
- 7.7.- Use of intrinsic rewards to motivate employees 7.8.
- 7.8.- Conclusions

TOPIC 08: Rationale of group behaviour

- 8.1.- Definition and classification of groups
- 8.2.- Stages of group development
- 8.3.- First property of groups: roles
- 8.4.- Second property of groups: norms
- 8.5.- Third property of groups: status; and fourth property of groups: size and dynamics.
- 8.6.- Fifth property of groups: cohesion; and sixth property of groups: diversity.
- 8.7.- Group decision making
- 8.8.- Conclusions

Topic 09: Work teams

- 9.1.- Why have work teams become so popular?
- 9.2.- Differences between groups and teams
- 9.3.- Types of teams
- 9.4.- Creating effective teams
- 9.5.- Transforming individuals into skilful team members
- 9.6.- Teams are not always the answers
- 9.7.- Conclusions

Topic 10: Leadership

- 10.1.- Trait theories
- 10.2.- Behavioural theories
- 10.3.- Contingency theories
- 10.4.- Contemporary theories of leadership
- 10.5.- Responsible leadership
- 10.6.- Positive leadership
- 10.7.- Challenges to understand leadership
- 10.8.- Conclusions

FINANCIAL MANAGEMENT 1

Topic 1. THE ECONOMIC-FINANCIAL STRUCTURE OF THE COMPANY AND INVESTMENT ASSESSMENT

- 1.1. Concepts and typology of investments
- 1.2. Investment and financing: a necessary balance
- 1.3. The importance of the revolving fund
- 1.4. Economic significance of the main investment appraisal methods.
- 1.5. Study of investment projects with different durations and/or start-up costs
- 1.6. Comparative study of the main investment appraisal methods.

Topic 2. THE PRACTICAL DETERMINATION OF THE VARIABLES OF AN INVESTMENT-FINANCING PROJECT IN A TAXING CONTEXT.

- 1.1. Taxes and their impact on the determination of the variables of an investment project.
- 1.2. The initial disbursement and the working capital fund.
- 1.3. Net cash flows
- 1.4. Net book value and residual value.
- 1.5. The effective cost of capital as a discount rate.

Topic 3. THE SPANISH FINANCIAL SYSTEM AND FINANCIAL SOURCES.

- 3.1. The Spanish financial system. Objectives
- 3.2. Structure of the Spanish financial system: institutions, markets and products.
- 3.3. The Institutions: Bank of Spain and CNMV (The National Securities Market Commission)
- 3.4. Credit entities and financial credit establishments.
- 3.5. Financial Markets: The Stock Exchange.
- 3.6. Classification of financial sources.
- 3.7. Sustainable Finance and Corporate Social Responsibility

Topic 4. SOURCES OF BANK FINANCING AND THEIR COSTS

- 4.1 Introduction to financial intermediaries
- 4.2 Loans and credits
- 4.3. Typology of amortising financial transactions
- 4.4. Effective cost of borrowing.
- 4.5. Effective cost of financial leasing
- 4.6. Concept of effective weighted average cost of capital: the average cost according to Modigliani and Miller.

Topic 5 - THE COST OF NON-BANK EXTERNAL FINANCING SOURCES.

- 5.1. The effective cost of grants.
- 5.2. The effective cost of creditors.
- 5.3. The effective cost of borrowings.
- 5.4. The effective cost of equity.

Topic 6. THE COST OF INTERNAL SOURCES OF FINANCE

- 6.1. The concept of self-financing.
- 6.2. Self-financing by maintenance.
- 6.3. Self-financing by enrichment.
- 6.4. Cost effectiveness of self-financing.

Topic 7: ECONOMIC-FINANCIAL FEASIBILITY OF AN INVESTMENT-FINANCING PROJECT AND REPORTING

- 7.1. The reinvestment rate and the global methods.
- 7.2. Implicit assumption of reinvestment of intermediate funds.
- 7.3. The economic and financial feasibility of an investment-financing project.
- 7.4. The preparation of a financial report.

Annex: Example of a report on an investment-financing project.

GLOBAL AND NATIONAL ECONOMIC ENVIRONMENT

1. World economic environment

- 1.1. Formation, situation and tendencies of the world economy.
 - 1.5.1. The process of globalization
 - 1.1.1.1.1. Definition and key elements in globalization.
 - 1.1.1.1.2. Main areas of globalization and their relationships.
 - 1.1.1.1.3. Socioeconomic implications of globalization.
 - 1.5.2. The crises of the world economy and its impact on the economic units and agents.

- 1.5.2.1. Main agents and factors affected.
- 1.1.2.2. Origin and evolution of the current world crisis.
- 1.1.2.3. Sectoral, geographic, socioeconomic, etc... impact.
- 1.2 The European Union**
- 1.2.1. Formation, evolution, situation, and trends of the E.U.
- 1.2.1.1. The monetary and economic policy of the EU.

- 1.2.2. Impact on units and economic agents.
- 1.2.2.1. Cohesion and Structural Funds in a global framework.
- 1.2.2.2. The EU budget.
- 1.2.2.3. The Eurozone and its role at the global level.

- 1.2.3. Impact of the incorporating new countries to the European Union.
- 1.2.3.1. Latest EU enlargement processes and their socioeconomic implications.
- 1.2.3.2. EU versus EMU.

- 1.3 Economic international relations**
- 1.3.1. Main International Economic Organizations and European and Spanish Institutions.
- 1.3.1.1. IMF
- 1.3.1.2. ECB
- 1.3.1.3. BIRD
- 1.3.1.4. Others

- 1.3.2. Their role and influence on private economic operators.
- 1.3.2.1. Analysis of specific cases of action.
- 1.3.2.2 Economic analysis of countries

- 2. National Economic Environment**

- 2.1 THE SPANISH ECONOMIC MODEL (I) : GROWTH FACTORS
- 2.1.1. Territory and Population
- 2.1.2. Capital and technology
- 2.1.3. Entrepreneur and businesses

- 2.2. SPANISH ECONOMIC MODELS (II) : PRODUCTIVE SECTORS
- 2.2.1. Delimitation, evolution and characteristics
- 2.2.2. Productivity, prices and competitiveness
- 2.2.3. Current situation

- 2.3. THE SPANISH ECONOMIC MODEL (III): INSTITUTIONAL ASPECTS
- 2.3.1. Public sector
- 2.3.2 Labour market
- 2.3.3. Financial system

- 2.4. MAJOR CURRENT ECONOMIC PROBLEMS AND THEIR IMPACT ON ECONOMIC AGENTS
- 2.4.1. The global crisis and its specific features in the EU and Spain
- 2.4.2. Common and specific characteristics.
- 2.4.3. Actions and corrective measures.

- 2.4.4. Case study analysis.
- 2.4.5. Problems of population, environment and territorial imbalances.
 - 2.4.5.1. Impact in the context of globalisation.
 - 2.4.5.2. Repercusión de las medidas adoptadas en un marco global.

END OF FIRST SEMESTER

SECOND SEMESTER
STRATEGIC MANAGEMENT 2

- 1.1 Analysis of Corporate Strategies
- 1.2 Vertical Integration / Cooperation
- 1.3 Internationalisation
- 1.4 Diversification

- 2. Implementation of strategies
 - 2.1 evaluation and implementation of strategies
 - 2.2 Management of change
 - 2.3 The organisational support

- 3. Strategic control
 - 3.1 Strategic planning
 - 3.2 Functional strategies
 - 3.3 Strategic control

MANAGEMENT ACCOUNTING 2

Block 1. Cost systems and management control.

Topic 1 - Analysis of cost behaviour.

- 1.1. Limitations of the full cost model for planning.
- 1.2. Classification of costs according to volume: typology, assumptions and limitations.
- 1.3. Methods of classifying costs into variable and fixed.

Topic 2. The standard cost system and the budget.

- 2.1. Introduction to management control.
- 2.2. The planning process and budget management.
- 2.3. Standard costs: concept and characteristics.

- 2.4. Standard costs and the production budget.
- 2.5. The concept of variance and its causes.
- 2.6. Calculation and analysis of variances in direct costs.
- 2.7. Calculation and analysis of variances in indirect costs.

Topic 3. The valuation of products using standard costs.

- 3.1. The standard costing system.
- 3.2. Differences between the historical system and the standard costing system.
- 3.3. Adjustments for allocation differences.

Block 2. Cost systems and decision making.

Topic 4 - Variable cost systems and Cost-Volume-Profit Analysis.

- 4.1. Limitations of the full cost model for decision-making.
- 4.2. The variable cost model.
- 4.3. The Cost-Volume-Profit Analysis.
 - 4.3.1. The starting assumptions of Cost-Volume-Profit Analysis.
 - 4.3.2. Applications of the Cost-Volume-Profit Analysis.
 - 4.3.3. Cost-Volume-Benefit Analysis and decision making.
 - 4.3.4. Cost-Volume-Profit Analysis and multiple production.

Topic 5. Management Accounting for strategic and short-term decision making.

- 5.1. Management Accounting for strategic decision making.
 - 5.1.1. Activity Based Management.
 - 5.1.2. Strategic Management Accounting.
- 5.2. Management Accounting for short-term decision making: Differential Analysis.
 - 5.2.1. Introduction to differential analysis.
 - 5.2.2. Short-term decision making.

OPERATIONS MANAGEMENT 2

1 Short - and medium - term operations planning

- 1.1 Hierarchy of production plans
- 1.2 Aggregate production planning
- 1.3 Master production plan
- 1.4 Very short- term production planning
- 1.5 Linear programming

2 Inventory Management with Independent Demand

- 2.1 Concept and types of inventories
- 2.2 The cost of inventories
- 2.3 Inventory administrations
- 2.4 Determination of optimal stocks: economic order volume and production
- 2.5 Calculation of safety stock

3 Inventory Management of Demand-Dependent Items

- 3.1 Material Requirements Planning (MRP)
- 3.2 Elements of the MRP system

- 3.3 Order lot size
- 3.4 Matters to be analysed in relation to MRP systems
- 3.5 Evolution of the MRP systems
- 3.6 Enterprise Resource Planning (ERP)
- 3.7 Valuation of MRP systems

- 4 Just-in-Time (JIT) systems
 - 4.1 The JIT philosophy
 - 4.2 Pull verses push systems
 - 4.3 Advantages of the JIT system compared to MRP
 - 4.4 The JIT system in service companies

- 5 Transportation and Resource Allocation
 - 5.1 The transport problem
 - 5.2 The allocation problem

- 6 Supply chain management
 - 6.1 Supply Chain Management or Logistics
 - 6.2 Procurement Management
 - 6.3 Warehouse management
 - 6.4 Physical distribution
 - 6.5 The decision to produce or outsource
 - 6.6 Reverse logistics

- 7 Project planning and control
 - 7.1 Project planning
 - 7.2 Project programming
 - 7.3 Project control
 - 7.4 Project planning and control techniques
 - 7.5 Limitations of the PERT/CPM method

FINANCIAL MANAGEMENT 2

TOPIC 1. FINANCIAL PLANNING

- 1. Business and financial planning.
- 2. Capital budgeting.
 - 2.1. The partial application budget.
 - 2.1.1. The table of net current capital requirements.
 - 2.2. The partial source budget.
 - 2.2.1. The cash-flow table.
- 3. The cash budget.
- 4. The forecast balance sheets.

TOPIC 2. THE BUDGET SYNTHESIS.

- 1. Other financial alternatives.
- 2. Feasible budget and final budget.
- 3. Balancing the capital budget.

TOPIC 3. FINANCIAL CONTROL.

1. The control function.
2. A priori control.
3. A posteriori control.

TOPIC 4. MANAGEMENT OF CURRENT ASSETS.

1. Introduction.
2. Inventory management.
3. Management of customers and accounts payable.
4. Treasury management: Cash Management.

TOPIC 5. MANAGEMENT OF CURRENT LIABILITIES.

1. Introduction.
2. Supplier management.
3. Short-term bank financing.
4. Other current liabilities

ECONOMETRICS

INTRODUCTION

Topic 0. Presentation of the subject

0.1 Description, objectives, resources and methodology.

0.2 Utility of econometrics. Examples

Topic 1. The nature of econometrics and economic data

1.1 What is econometrics?

1.2 Stages of Empirical Econometric Analysis

1.3 The structure of economic data

1.4 Causality and the notion of ceteris paribus in econometric analysis

PART ONE. ECONOMETRIC MODELS FOR CROSS-SECTIONAL DATA

Topic 2. The multiple model for cross-sectional data. Estimation of economic relationships

2.1 Specification and justification of the multiple model

2.2 Estimation and interpretation of the multiple model

2.3 The expected value of the estimators

2.4 Variance of estimators

2.5 Efficiency of the estimators: G-M Theorem

Topic 3. The multiple model for cross-sectional

The multiple model for cross-sectional data. Testing economic hypotheses

3.1 Distribution of OLS estimators

3.2 Testing single-parameter hypotheses

3.3 Testing economic restrictions
constraints

3.3 Presentation of results

Theme 4. Changes of scale, non-linear functional forms and economic forecasting

4.1 Changes of scale

4.2 Non-linear functional forms

4.3 Testing the specification of functional

4.3 Goodness-of-fit and selection of regressors

4.4 Economic forecasting

Topic 5. Models with qualitative economic information

5.1 How to describe qualitative information

5.2 An independent dummy variable

5.3 Dummy variables for multiple categories

5.4 Interactions with dummy variables

5.5 Qualitative dependent variable

Topic 6. Heteroskedasticity in econometric models econometric models

6.1 Consequences of Heteroskedasticity

6.2 Robust inference to heteroskedasticity

6.3 Heteroskedasticity contrasts

6.4 Weighted least squares estimation

Topic 7. Binary response models

7.1 Linear probability model

7.2 Logit and probit models

7.3 Estimation, economic hypothesis testing and goodness-of-fit

7.4 Interpretation of logit and probit models

PART TWO. ECONOMETRIC MODELS FOR SHORT-TERM DATA

Topic 8. Basic time series models

8.1 Nature of time series data

8.2 Examples of regression models using time series data
time series

8.3 Properties of the OLS estimator under classical assumptions
classical assumptions

8.4 Trend and stationarity

Autocorrelation and heteroscedasticity in time-series models time series models

9.1 Properties of the OLS estimator with autocorrelated errors
autocorrelated errors

9.2 Contrasting autocorrelation

9.3 Solutions to autocorrelation

9.4 Heteroskedasticity in time series models 9.5 Heteroskedasticity in time series models 9.6
Heteroskedasticity in time series models
time series models

PART THREE: INTRODUCTION TO PANEL DATA MODELS

Topic 10. Models for panel data

10.1 Merged cross-sectional and time-series data

10.2 Analysis of panel data with two and more periods

10.3 Fixed effects estimator

10.4 Random effects model

DERECHO PARA EMPRENDEDORES
LAW FOR ENTREPRENEURS

1. Administrative and management obligations of the business activity. The different types of companies. The choice of the type of company depending on the type of business activity. The limited liability entrepreneur.
2. Constitutive formalities of commercial companies.
3. The limited liability company.
4. The corporation. The cooperative. Other types of companies
5. The fiscal order of incidence on entrepreneurship
6. Tax strategies in the early stages of a company's life and in later management
7. Entrepreneurship from the labour regulatory framework: Promotion and incentives
8. Basic labour decisions. Labour management tools for entrepreneurial processes or decisions, based on particular interests, criteria or particular interests, criteria or strategies
9. Obligations and acts of registration in the Social Security system
10. Procedures, authorizations and licenses
11. Industrial property strategies
12. Intellectual property strategies

FOREIGN LANGUAGE APPLIED – ENGLISH

1. Making contact:
 - 1.1. Introducing yourself and others
 - 1.2. Getting in contact
 - 1.3. Formal and informal language
 - 1.4. Cultural awareness and diversity
2. Telephoning:
 - 2.1. Business telephone calls
 - 2.2. Getting through and introducing yourself
 - 2.3. Leaving and taking a message
3. Business Communication
 - 3.1. Business letters layout
 - 3.2. E-mail messages
 - 3.3. Phrases to use
 - 3.4. Presentations
4. Applying for a job:
 - 4.1. Recruitment and selection
 - 4.2. Advertisements
 - 4.3. Writing a CV
 - 4.4. Letters of application
 - 4.5. Attending an interview
5. Companies
 - 5.1. The structure of business in the UK

5.2. Company Structure: Departments and Functions
5.3. Incoterms