



Asignatura: Marketing I (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

<http://www.unav.es/asignatura/marketing1econom/>

Marketing I (F. ECONÓMICAS)

Marketing is the interface between the company and the marketplace. Managers in all functional areas of business need an understanding of marketing fundamentals. While marketing managers create and implement marketing strategy, managers in accounting, finance and operations also need to understand marketing plans that require their cooperation or approval.

This course covers the processes involved in the creation, communication, sale and distribution of products (4 P's). It takes a managerial perspective – exposing students to the tasks and decisions faced by marketing managers, including target market selection, competitive positioning, and the formulation of product, pricing, communications and distribution strategies.

Academic course: First semester - 3^o year Degree in Management and 4^o year at Double Degree in Management and Law.

Class schedule: Friday 11.00 to 14.00

Classroom: 06

Current subject type: Required subject for Double Degree in Management and Law and for Degree in Management; Optional subject for Double Degree in Economic and Law and Degree in Economics.

ECTS: 6

Organisation: First semester (September-December)

Department at the School of Economics and Management: Management

Teaching language: English

Instructor: M.E. Aramendia (course leader, lectures, marketing plan advisors, exams, exercises).

Competences

Transversal competences:

1. Development of logical reasoning.



2. Ability for analysis and synthesis of problems covered.
3. Motivation and improvement.
4. Sense of responsibility and effort.
5. Ability to oral communication.
6. Ability to work in team.
7. Critical and self-critical capacity.
8. Empower innovation and leadership.
9. Planning of tasks and time management.
10. Timeliness and work ethic.
11. Independent learning ability.
12. Interdisciplinary overview of economic issues.
13. Initiation into basic research techniques and the writing of their results in profound but short papers
14. English as a tool to use scientific literature in that language and be able to carry out written work and oral presentations in English.
15. Feeding sensitivity to ethical, social and environmental problems of business affairs.

Specific competences:

1. Analyze current trends in the design of objectives and strategies in the company
2. Mastering the concepts and statistics associated with IT and Business Management techniques.
3. Develop objectives, strategies and projects in the field of
4. Develop case studies
5. Working with tools for decision-making

Program

1. **The Dimension of Marketing:** What is Marketing?. Marketing as a company function. Origin and evolution of the Concept of Marketing. The Nature and Scope of Marketing. The instruments of Marketing. Relationship Marketing. Organization of the Marketing Department.
2. **The Market and its Environment:** The concept of Market. Market classification. Competition. The Macroenvironment. Global Markets.



3. **Consumer Behaviour:** The study of Consumer Behaviour. The Search for Information. The Buying Decision Process. Internal Behaviour Determinants. External Behaviour Determinants. The Buying Decision. Models of Consumer Behaviour.
4. **Research and Information Systems in Marketing:** What is Marketing Research? Concepts and Features. Information sources in Marketing. Quantitative Primary Sources. Data Processing and Analysis. Drawing up of Reports and Presentation of Results. The Marketing Information System (MIS).
5. **Marketing Strategy:** The concept of Strategy. Developing strategic actions: the Marketing Mix. Types of Marketing Strategies: growth, segmentation, positioning and competitive strategies. Assessment of the Marketing Strategy.
6. **Products, Services and Brand Management:** The concept and type of Products. Attributes which make up the product. The Brand portfolio of a company. Product Life Cycle. Product Quality Management. New product development. Services Management. Brand Management.
7. **Price Strategies:** concept and importance of the Price. Pricing conditioning. Methods based on cost, on competition and on the market. Pricing strategies.
8. **Communication Management:** the concept and process of Communication. Integrated Communication and Communication 360°. Advertising: advertising strategy, creative strategies, media strategy, advertising agencies. Direct Marketing. Sales Promotions. Public Relations. Sponsorship and Patronage. News ways of communication.
9. **Strategic Sales Management:** the concept of the function of Sales Management. Organising the Sales Structure. The Sale Plan. Organising the territory and the routes. Characteristics of a Salesperson. Recruitment and Selection of Salespeople. Training of Salespeople. Motivating and Encouraging Salespeople. Salespeople Compensation. Control of the Sales Force.
10. **Distribution and Channel Management:** the concept and functions of Commercial Distribution. The Distribution Channel. Merchandising. Manufacturer's Distribution Strategies. The ECR.
11. **The Marketing Plan:** Marketing Planning and the Marketing Plan. The Marketing Plan and Strategic Planning. The Stages of the Marketing Plan. Situation Analysis. Forecast. Setting of objectives. Marketing Strategy Selection. Programming and Execution of the Marketing Plan. Marketing Strategy Control.
12. **Relationship Marketing and Customer Services Management:** the concept of Relationship Marketing. Differences between Transaction Marketing and Relationship Marketing. Types of Customer Relationship. Relationship Marketing Advantages. Key factors in Relationship Marketing. Measuring Scales for Service Quality. Bases for good Customer Service Management.
13. **Marketing and New Technologies:** evolution of Marketing and New Technologies. On-line Marketing: on-line advertising, the corporate website, e-mail marketing, web 2.0. Electronic Commerce. Mobile Marketing.
14. **New Trends in Marketing**

: new trends in Marketing and their current importance. Neuromarketing. Geomarketing. Guerrilla Marketing. Street Marketing. Ambient Marketing. Sensory Marketing. Experiential



Marketing. Engagement Marketing.

Educational Activities

A) *The principal objectives of the course are to enable you to:*

1. Understand and apply the basic concepts and frameworks of marketing management.
2. Perform rigorous qualitative and quantitative analyses required for the formulation of effective marketing programs.
3. Communicate effectively in writing and orally.
4. Develop teamwork skills.
5. Apply marketing theory and concepts to what marketers do in “the real world”.
6. Use marketing concepts to make business decisions.
7. Improve familiarity with current challenges and issues in marketing.

B) The class meets on **Friday 11:00 - 14.00 p.m.** Classes may involve lectures, videos, guest speakers, small group exercises, case analyses and discussions. Student contributions are an important part of the course. Students are expected to attend class, participate and contribute to discussions, and keep up with current issues in buyer behavior and marketing strategy.

C) The expected workload per student is of *150 hours*, approximately distributed as follows:

36 hours of lectures given by the professor

8 hours of preparing complementary information

8 hours of student presentations

36 hours dedicated to the team project

2 hours of exam (2 hours for the final)

60 hours of studying, reading, exercises and preparation of the chapters.

Assesments

The course grade will be determined accordingly:

Class participation & Solo cases

- 30%



Team written Marketing Plan	-	30%
Exam	-	<u>40%</u>
		100%

Your participation grade is based on attendance, punctuality, regularity and quality of contributions to class discussions. Student participation is an important component of the course. Students are expected to come to class prepared, and willing to discuss the readings, cases, videos and other class exercises.

Please note: Attendance is a necessary but not sufficient condition for a satisfactory grade. You need to make significant contributions!

The UNAV uses a numerical grading system, from 0 to 10. You need to get at least a grade of "5" to pass a course.

Exam: the exam will be held on December 16th. They will cover assigned reading material and class discussions. Questions will primarily be in a multiple choice, short answer format and a case.

Resit Examination (June 22nd): A Resit Examination is available only for students who have failed the course. The Resit Exam will follow the same structure as the exam taken during the term and the grade obtained on it will count 75% towards the global final grade. The grade obtained during the term on the Team Project and Class participation & Solo cases will provide 30% of the final grade for this course (not resitting).

Bibliography and Resources

[Find this book at the Library](#)

- Santesmeses Mestre, M; Merino Sanz, M.J; Sánchez Herrera, J. & Pintado Blanco, T. (2011). *Fundamentals of Marketing*. Piramide.

Other resources:

a) Books:

- Kerin, R.; Hartley, S. & Rudelius, W. (2013). *Marketing*. 10e. McGraw-Hill Irwing.



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- Kotler, P.; Armstrong, G. (2014). *Principles of Marketing*. Global Edition. Pearson.

b) Web site:

ComScore: <http://www.comscore.com/>

Forrester Research: <https://www.forrester.com>

E-Marketer: <http://www.emarketer.com/>

Other required readings will be assigned. These will be available in class, or via the course website.

Also, you are expected to keep themselves current with issues in buyer behavior and marketing strategy by reading newspapers, business magazines, books, and online news sources.

Hour offices

Consultations: Wednesday 13.10 to 14.10 & Friday 10.00 to 11.00 or by appointment.

Office: Amigos Building. Office 2020

Email: mearamendia@unav.es



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Asignatura: Contabilidad de Gestión A (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Presentación

<http://www.unav.es/asignatura/contagestioneconom/>

Contabilidad de Gestión A (F. ECONÓMICAS)

Facultad: CC. Económicas y Empresariales

Departamento: Empresa

Titulación: ADE/ECO

Curso: 3º ADE/ECO

Organización temporal: Segundo semestre

Créditos actuales: 6 ECTS

Profesores que la imparten: Javier Arellano (profesor responsable), Beatriz Simón

Tipo de asignatura: Obligatoria Plan de estudios: GRADO ADE-ECO 2010

Idioma en que se imparte: Castellano

Horario de clases: Lunes de 09:00 a 11:00 (Aula 10) y jueves de 10:00 a 12:00 (Aula 10)

El horario de atención de alumnos:

- Javier Arellano: Lunes y jueves de 12:00 a 14:00 (despacho 2270)



- Beatriz Simón: Lunes de 12:00 a 14:00 y Miércoles de 13:00 a 14:00

En todo caso se agradecerá que, previamente, los alumnos envíen un correo electrónico (jarellano@unav.es / bsimon@alumni.unav.es) con el fin de poder prever posibles coincidencias y evitar así pérdidas de tiempo.

Competencias

El objetivo de la asignatura consiste en el estudio de la contabilidad de gestión como sistema de información encaminado a la toma de decisiones racionales en la empresa. El curso persigue presentar al alumno los análisis fundamentales que permiten estructurar lógicamente un sistema de costes, así como sus posibilidades y limitaciones respecto a la elaboración de la información. Con ello se persigue que el alumno conozca los distintos modelos de costes y sus fundamentos de forma que desarrolle criterios propios para diseñar y aplicar el sistema de costes que responda mejor a las necesidades de la empresa, de acuerdo con las circunstancias y objetivos específicos de cada tipo de decisión.

Competencias transversales

Que el alumno:

- desarrolle su capacidad de razonamiento lógico,
- desarrolle su capacidad de análisis y síntesis de las problemáticas abordadas,
- desarrolle su motivación y superación,
- fortalezca su sentido de la responsabilidad y del esfuerzo
- refuerce su capacidad crítica y autocrítica

Competencias específicas:

La asignatura ayudará a que el alumno

- conozca en profundidad el Plan General Contable y los conceptos teóricos de la contabilidad y las finanzas. Concretamente, el alumno sea capaz de:
 - Obtener un conocimiento teórico-práctico de la contabilidad y las finanzas con ejemplos reales de empresas nacionales e internacionales
 - Ser capaz de analizar la situación económico-financiera de cualquier empresa utilizando las cuentas anuales
 - Analizar casos prácticos de empresas
- desarrolle casos prácticos
- trabaje con herramientas informáticas para la toma de decisiones
- aplique el razonamiento matemático y las herramientas cuantitativas a la resolución de problemas asociados a la toma de decisiones en la empresa

Los objetivos anteriores se concretan con los siguientes objetivos particulares:



- Conocer la relación entre contabilidad financiera y contabilidad de gestión
- Conocer los elementos que integran un sistema de contabilidad de gestión y su utilidad para valorar, controlar y tomar decisiones.
- Conocer los distintos tipos de costes. Distinguir entre costes directos e indirectos, conocer las fases para la imputación de cada uno a los portadores finales así como la entender la problemática propia de cada tipo y fase.
- Conocer los distintos tipos de costes. Distinguir entre costes fijos, variables, semifijos y semivariables. Comprender sus ventajas e inconvenientes.
- Comparar estructuras de costes.
- Analizar, resultados económicos de una empresa, identificando sus causas y dimensionando el impacto de cada elemento de la estructura de costes
- Conocer las utilidades y limitaciones de los distintos modelos de contabilidad de gestión para la toma de decisiones empresariales de distinta naturaleza
- Conocer el modelo de costes completo y su aplicación en la elaboración de los estados financieros
- Conocer el modelo de coste parcial y su aplicación en la toma de decisiones operativas.

Contenido

El contenido de la asignatura se corresponde con un curso básico de contabilidad de gestión. Concretamente se tratan los siguientes aspectos: 1) qué es la contabilidad de gestión y cuál es su relación con la contabilidad financiera, 2) Qué son los sistemas de costes y para qué se utilizan, 3) Como se calcula el coste de un producto/servicio por medio de un sistema de coste completo (*Full Costing*), 4) Qué problemas tienen estos sistemas para proporcionar información útil para la toma de decisiones operativas, 5) Como se analizan los resultados de una empresa mediante un sistema de coste parcial (*Direct Costing*) y cómo se utiliza para tomar decisiones 6) Cuando utilizar un sistema de coste completo y cuando uno de coste parcial.

Programa de la asignatura

1. Los sistemas de costes
 1. ¿por qué tener un sistema de costes?
 2. Elementos de los sistemas de costes
 3. Información que proporciona la contabilidad de costes
 4. Utilidad de los sistemas de costes
 5. Criterios para el diseño de sistemas de costes
2. Contabilidad financiera y contabilidad de gestión
 1. Fundamentos del modelo de *Full Costing*
 2. Coste del producto y gastos del período
 3. Los costes y el resultado contable
 4. Costes directos e indirectos
 5. La imputación de costes en un *full costing*
 6. Las bases de reparto (*unidad de obra frente a cost driver*)
3. Limitaciones del sistema de Full Costing
 1. Los costes y problema de la capacidad



2. El margen bruto y las limitaciones del *full costing* en la toma de decisiones de explotación
3. Costes fijos y costes variables, coste semifijos ...
4. Campo de validez
5. Coste unitarios y totales
6. Modificaciones al *Full Costing*: el modelo de imputación racional
7. Subactividad vs falta de eficiencia
4. El *Direct Costing*: elementos conceptuales
 1. El concepto de margen de contribución (MC)
 2. Fundamentos del modelo: la relación C-V-B
 3. Margen de contribución frente a margen bruto
 4. El resultado con un *Direct Costing*
5. El *direct costing*: una primera utilidad
 1. Punto muerto y decisiones de producción
 2. Costes fijos específicos y comunes.
 3. Direct costing evolucionado y margen semibruto
 4. Punto muerto multiproducto
6. Información de gestión y toma de decisiones
 1. Costes relevantes para la toma de decisiones
 2. Ingresos y Costes diferenciales e inalterados
 3. Costes reversibles e irreversibles
 4. Costes de oportunidad
7. Toma de decisiones operativas con base en el *direct costing*
 1. Abandono de productos
 2. Comparando alternativas: las estructuras fija y variable
 3. Umbrales de volumen y decisiones de producción
 4. El problema de los trenes
 5. Los costes semifijos y los *agujeros negros*
 6. La medida del volumen y las limitaciones del modelo
8. Toma de decisiones operativas con capacidad limitada
 1. El margen de contribución por recurso escaso
 2. Jerarquía de productos y programas de producción óptimos
 3. Decisiones que afectan y no afectan al MC
 4. Muchas decisiones y situaciones distintas Un mismo modelo conceptual
9. Las decisiones estratégicas y los sistemas de costes
 1. El MC y las decisiones estratégicas
 2. Los costes fijos y las decisiones estratégicas
 3. Los costes fijos y el ámbito de la toma de decisiones
 4. Redefiniendo el concepto de coste fijo: la perspectiva de los sistemas ABC

Actividades formativas

Con carácter general se utilizará el método del caso. Dicho método consiste en proporcionar al alumno un caso, una situación de negocio que ilustra un problema, contexto, decisión, etc. relacionados con los contenidos del programa. Los conceptos y sus aplicaciones se extraen de la discusión de esos casos.



Las clases consistirán en la discusión de los casos propuestos, es decir, en la discusión de las distintas visiones que los asistentes tienen sobre el mismo. Puede decirse que la materia prima de las clases son las ideas de los alumnos. En consecuencia, para el correcto funcionamiento del método, es imprescindible que el alumno trabaje los casos antes de asistir a las clases. Trabajar los casos es mucho más que entender la situación y estar familiarizado con los datos. Trabajar el caso significa que el alumno es capaz de dar una respuesta (sea o no correcta) a las preguntas de la hoja de preparación del caso (todo caso tiene una hoja de preparación al final del mismo)

Con carácter general se trabajará un caso por semana (eventualmente un mismo caso se trabajará en dos momentos distintos o su discusión durará más de una semana). En total está prevista la discusión de 15 casos. Se estima que el alumno debe dedicar una media de tres horas a la preparación de cada caso (los casos que duran más de una semana requieren más tiempo por lo que puede tomarse el dato anterior como estimación del trabajo semanal de preparación fuera de clase). La preparación de los casos (previo a la clase) supone alrededor del 70% del tiempo total de trabajo individual del alumno durante el curso (fuera lógicamente de las propias clases). Otro 15% debe dedicarse a profundizar en los análisis llevados a cabo para el análisis de los casos en las clases (es decir, después de la clase). El restante 15% es el tiempo que el alumno debe dedicar al estudio de las lecturas complementarias (que puede hacerse antes o después de la clase).

Documentación

Los casos utilizados en el curso se colgarán de la sección de documentación de la intranet de la asignatura (cuando sea material preparado por el profesor) o se recogerán en la secretaría de la Facultad (cuando sea material de otros autores)

Plan de clases

En la sección de documentos de la intranet puede consultarse el calendario de trabajo previsto. El cronograma muestra los casos que se utilizarán cada semana así como los temas correspondientes del libro que se recomienda como lectura básica.

Evaluación

CONVOCATORIA ORDINARIA

Los alumnos serán evaluados, con carácter general (independientemente de la convocatoria), de acuerdo con el siguiente criterio:

A. **Evaluación continua** durante el curso: **(35 puntos)** Consistirá en la valoración que el profesor haga del trabajo del alumno en los aspectos que se detallan a continuación:

- Preparación de casos y/o lecturas: De forma aleatoria el profesor pedirá a los alumnos que respondan a alguna pregunta sobre el caso previsto para la sesión, antes de trabajar el caso en la clase, o sobre el contenido de alguna lectura recomendada.
- Participación activa: Consiste en la evaluación general que el profesor haga de la actitud activa o inactiva del alumno en el curso con base en las intervenciones del alumno (preguntas formuladas, respuestas a preguntas no contempladas en los apartados anteriores, etc.) durante las discusiones de clase y con base en las preguntas "sobre la marcha" que el profesor lanzará en el



transcurso de las clases para ejemplarizar la aplicación de los conceptos que se estén trabajando.

- Exámenes sorpresa: De forma aleatoria algunas de las sesiones del curso se dedicarán a trabajar exámenes sorpresa que consistirán en ejercicios o casos breves, para resolver individualmente en clase.

Para aprobar la asignatura será imprescindible obtener al menos 12 puntos (sobre 35)

Nota: Para facilitar el trabajo en el aula y la evaluación de la participación individual, los alumnos ocupará un sitio concreto (siempre el mismo) en el aula y llevarán el correspondiente cartel identificador.

B. Examen final: (65 puntos): Tendrá dos partes: una parte teórica y una parte práctica. La parte teórica consistirá en una serie de preguntas cortas o tipo test que versarán sobre los conceptos discutidos en clase y/o incluidos en las lecturas. La parte práctica del examen consistirá en uno/varios casos similares a los trabajados durante el curso. La parte teórica tendrá un peso de entre el 35% y el 50% del examen final.

Para aprobar la asignatura será imprescindible obtener al menos 25 puntos (sobre 65)

CONVOCATORIA EXTRAORDINARIA

La nota de participación tendrá un peso del 15% si la calificación relativa del examen es superior a la nota de participación y un peso del 35% en caso contrario.

Para aprobar la asignatura en convocatoria extraordinaria no es necesario obtener una nota mínima en participación pero sí es necesario alcanzar una nota de 4 (sobre 10) en el examen final.

Bibliografía y recursos

El contenido de la asignatura se corresponde con un curso básico de contabilidad de gestión. Por ello, el alumno podrá acudir a una amplia bibliografía que cubre dichos objetivos. Entre los títulos más representativos se sugieren los siguientes:

Bibliografía básica

Antonio Dávila y Daniel Oyon. *Malea Fashion District: A new way to learn managerial accounting*. (capítulos 1 a 7, 10 y 11) Este libro se adquiere exclusivamente por internet en la siguiente dirección: <http://www.maleafd.com>

[Localiza este libro en la Biblioteca](#)

Bibliografía complementaria

Pereira, F; Ballarín, E; Rosanes, J.M. y Vazquez-Dodero, J.C.. *Contabilidad para la dirección*. Eunsa. (segunda parte: capítulos 1 a 4 y 9 a 12 de la vigésima edición)

Horngren (2002), *Contabilidad de costos. Un enfoque de gerencia*. Prentice Hall. México

DOCUMENTACIÓN



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Los casos utilizados en le curso se colgarán de la sección de documentación de la intranet de la asignatura (cuando sea material preparado por el profesor) o se recogerán en la secretaría de la Facultad (cuando sea material de otros autores)



Universidad
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Asignatura: Corporate Finance A (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

<http://www.unav.es/asignatura/cfinanceAeconom/>

Corporate Finance A (F. ECONÓMICAS)

Faculty in charge: Faculty of Economics and Business Administration

Department: Department of Business Administration

Professor: David Lopez Da Lama (dlopezdalama@unav.es)

Office: 0490

Office hours: 12:00-16:00 every Monday

Classroom: 07 (Mondays 16:00 – 19:00)

Exam Period: Dec 4-20, 2014

Course dates: Sept, 1 to Dec 2, 2014

Credit Points: 6 ECTS

Semester: First

Medium of instruction: English



Competences

In this course students are expected to strengthen the following competences:

- Development of logical reasoning
- Analytical skills and ability to summarize the problems discussed
- Development of a critical and self-criticism attitude.
- Development of basic research techniques as well as written capabilities to present their research projects.
- Fluent command in English to carry out written projects in that language and to present their results orally.
- Development of practical exercises and case studies.
- Use of software in decision-making.
- Use of mathematical reasoning and quantitative analysis to solve problems linked with decision-making in a company.

Program

This course has four main blocks:

Block I. Assessing the financial health of a company (Interpreting Financial Statements; Evaluating Financial Performance; Risk and Breakeven Assessment)

Block II. Planning Future Financial Performance (Pro-Forma P&L and Balance Sheet Statements; Cash Flow estimations)

Block III. Improving Financial Performance (Source of liquidity; Working Capital Management)

Block IV. Evaluating Investment Opportunities (Main Evaluation Methods; Cost of Capital; Optimal Capital Structure)

In this course students are expected to:

- Apply financial concepts and theories learned in earlier finance courses to a broad range of practical problems and case studies aimed at consolidating their technical knowledge and skills in finance and using corporate finance as a tool for decision



making in a company

- Extend their technical finance knowledge and practical experience by dealing with other important corporate finance topics such as valuation, capital structure, and financing.
- Develop team skills as well as holistic and ethical values in finance.
- See Introductory Session Document that will be posted on ADI for more details

This course is applicable for students who are in:

- 3rd year Business Administration (bilingual degree) – obligatory course
- 3rd year International Degree in Management (IDM) – obligatory course

Exchange students wishing to take this course are expected to have done at least two previous courses in Finance and one in Financial Accounting equivalent to UNAV's 1st year course in Fundamentals of Finance, 2nd year course in Financial Management I (called in Spanish Dirección Financiera I) and 2nd year course in Financial Accounting (called here Contabilidad II) in which they have developed knowledge in:

- Basic finance: time value of money, present and future value, net present value, basic bond pricing, debt versus equity financing, etc.
- Portfolio theory: portfolio risk, risk and return trade-offs
- Derivatives: options and futures, continuous pricing models (Black and Scholes), binomial pricing models
- Asset pricing: capital asset pricing model, arbitrage pricing model



- Financial statements: profit and loss statement, balance sheet, and cash flow statement

- If you do not have these pre-requisites, you cannot take this subject without my approval. You can request by email and I will reply.

Educational activities

- The course is designed to be practical, interactive and full of classroom discussion. Attendance is not obligatory but highly recommended.

- There will be cases and problem sets to be solved for each of the sessions and presenting and answering questions about these during the class will form a relevant part of the part of the grade.

The teaching will be divided into two parts:

(1) Formal lectures in which I will talk about the theory and engage you as much as possible. During the lecture there will be different exercise that the students will work in class and present their answers and conclusions.

(2) Case discussion in which I will ask you questions about a case that you should have attempted to solve individually and handed-in at the beginning of the class (as well as the electronic copy via email).

Assessment

Assessment

Cases Studies and Exercises discussed in class - 30%

Mid-term Exam - 20%

Final Project - 25%

Final Exam - 25%

Attendance to sessions with speakers is mandatory, otherwise penalized with 20% reduction of total grade

Repeat student assessment: Final exam will account for 70% of total grade (adding your previous results from case studies and exercises).

Bibliography and Resources

[Find this book at the Library](#)

a. Recommended course textbook

- "Analysis for Financial Management", Robert C. Higgins, 10TH edition

Find these books at the library



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b. Other helpful texts:

- "Principles of Corporate Finance", Bradley & Myers
- "Valuation: Measuring and Managing the Value of Companies", Tom Copeland, Tim Koller, Jack Murrin

c. Teaching material: Case pack or financial documents that will be distributed each week; Problem sets posted on ADI and you print them yourselves; Lecture notes (uploaded on ADI)

Office Hours

Mondays 12 to 4 pm

Office 0490 Edificio Amigos



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Asignatura: Econometría Básica (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Presentación

<http://www.unav.es/asignatura/econometriabasicaeconom/>

ECONOMETRÍA BÁSICA

Asignatura: Econometría Básica

Curso: Tercero

Cuatrimestre: Primero

Créditos (ECTS): 6

Asignatura: Obligatoria

Idioma: Castellano

Departamento: Economía

Titulación: Economía, Administración y Dirección de Empresas

Facultad: CC. Económicas y Empresariales

Profesora: Juncal Cuñado (jcunado@unav.es)

Clases: Lunes, de 11:00 a 14:00

Competencias

Los objetivos fundamentales de este curso son los siguientes: ser capaz de construir un modelo de regresión múltiple, interpretar los parámetros y juzgar la validez de los resultados obtenidos, realizar



contrastes de hipótesis en relación a los parámetros del modelo, y conocer distintos indicadores para evaluar la especificación y bondad de un modelo econométrico. Además, el alumno aprenderá a trabajar con distintas fuentes de datos para obtener la información estadística relevante, y estudiará el manejo de varios software de análisis econométrico.

Competencias del título

- Desarrollo del razonamiento lógico
- Capacidad de análisis y síntesis de las problemáticas abordadas
- Motivación y superación
- Sentido de la responsabilidad y del esfuerzo
- Capacidad de trabajo en equipo
- Planificación de tareas y gestión del tiempo
- Capacidad de aprendizaje autónomo
- Visión interdisciplinar de las problemáticas económicas

Competencias de la asignatura

- Conocer, comprender y utilizar el razonamiento matemático.
- Profundizar en el conocimiento de métodos cuantitativos para el análisis económico.
- Manejar bases de datos
- Dominio de las técnicas de modelización y predicción empleadas en el análisis económico.
- Identificar limitaciones de técnicas y metodologías utilizadas.
- Conocer y utilizar software específico para el análisis económico.

Programa

PROGRAMA

1. Modelo de regresión lineal simple.
2. Modelo de regresión lineal general (I): Estimación.
3. Modelo de regresión lineal general (II): Inferencia.
4. Modelo de regresión lineal general con información cualitativa (variables ficticias).
5. Relajación de los supuestos en el modelo de regresión lineal (I): Multicolinealidad y errores de especificación.
6. Relajación de los supuestos en el modelo de regresión lineal (III): Heteroscedasticidad.

Actividades formativas

A lo largo del curso, se impartirán distintos tipos de clases:

- Clases teóricas, utilizando las transparencias en Power Point repartidas el primer día de clase
- Clases de resolución de ejercicios, todos ellos disponibles en ADI



- Clases de prácticas en la sala de ordenadores, destinadas a la resolución de ejercicios y resolución de problemas utilizando distintos programas econométricos

Evaluación

La nota final se obtiene a partir de

- Pruebas de clase (no anunciadas): 10%
- Entrega y presentaciones de ejercicios y trabajos en grupo: 15%
- Examen parcial: 25% de la nota final.
- Examen final: 50% de la nota final.

En la convocatoria de Junio, el examen supondrá el 70% de la nota (el 30% restante se corresponderá con la nota media del examen parcial y resto de las notas de clase)

Bibliografía y recursos

Bibliografía

Básica:

- Wooldridge, J.M., 2006, Introducción a la Econometría: un enfoque moderno, Thomson Learning.

Complementaria:

- Gujarati, D.N., 2004, Basic Econometrics, McGraw Hill, 4ª edición.

- Ramanathan, R., 2002, Introductory Econometrics with Applications, Harcourt College Publishers, 5th edition.

Recursos

Para cada uno de los temas del programa, la documentación disponible es la siguiente:

- Transparencias en power-point: se entregarán la primera semana de clase las transparencias que se utilizarán a lo largo de todo el curso.

- Ejercicios: están disponibles en ADI. En cada una de las hojas de ejercicios, se indica la fecha de entrega.

- Prácticas para realizar en la sala de ordenadores: se entregan antes de comenzar las clases.

- Datos para realizar las prácticas: están disponibles en ADI.

Horarios de atención

Profesora: Juncal Cuñado (jcuñado@unav.es)

Despacho: 2180 (Edificio Amigos)



Universidad
de Navarra

Horario de atención al alumno: Lunes, de 9 a 10:30; Martes, de 9 a 10:30



Asignatura: Marketing II (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Marketing II

Professor: Pedro Mir

Office hours: Friday 18:00-20:00 hrs

Office: 2901 Econom Building.

pmir@unav.es

Introduction

<http://www.unav.es/asignatura/marketing2econom/>

The objective of subject is to give a practical overview of the Marketing daily business from a managerial point of view. Students will learn how to manage a marketing strategy and implement it differentiating four p's strategies and advertising campaigns using new technologies and social media, also will learn how to identify a marketing problem and how to go deeper in the solution through market research using different methodologies and differentiating types of data to build effective solutions, how to design and implement researches for consumers

Final part of the subject will introduce the strategy of why marketing is crucial for services, how to apply marketing knowledge to intangible goods such as services and how to develop a marketing research plan to increase customer loyalty.

Kwoledgements:

-
- Student will learn how to manage the marketing mix of services, products and brands to reach consumer satisfaction.
-
- Active learning with case method will be applied to immerse students into real situations of real products, services and brands. Multimedia cases will be used to understand how the marketing foundations are built and how companies build relationships with their customers.
-
- Practice and cases will be solved by students with market surveys using both online and offline tools
-
- A focus on presentation skills, persuasion and public communications will be practiced to lever communications skills of the students
-
- Market research methods and methodologies will be tough.
-



Marketing subject II is centered on the daily business of marketing, using marketing mix management and making a focus on the consumer approach through research and services marketing. The subject is divided in three parts which are marketing mix strategies and tools, consumer understanding through research and marketing applied to services. Consumer behavior and strategies that don't fit with people's desires and preferences are the most common problems in marketing departments where market research can help to re-define strategies and product mix.

The subject will cover how to build a competitive advantage in services companies with a process of classifying the activity, the environment and specially the expectations generated previous the use of the service for the customer which is key to deliver the adequate approach to increase satisfaction thus loyalty, efficiency and repetition.

The human factor relevant to develop a high quality service perception although the service delivered is technology based. Human Management policies and satisfaction rates of the employees is the foundation of a marketing service strategy, the 'moments of truth' where the customer builds an idea of satisfaction are finally managed by employees that must be well recruited, trained and satisfied following the theory of 'loyal employees generate loyal customers'

Competences

Skills and abilities:

- Analysis and critical thinking
- Strategic synthesis
- Decision making ability
- Team work
- Communication and public speaking

Specific Skills

- Marketing decision making
- Information management and synthesis for decision making
- Recommend decisions
- Understand the advantages and limitations of modelling economic variables.
- Understand and use appropriate statistical tools in the analysis of marketing

Programme

Part I MARKETING MIX MANAGEMENT:

Lesson 1: Managing Products Services and Brands (Ch11)

Lesson 2: Pricing Strategies (Ch12)



Lesson 3: Retailing and Wholesaling (Ch14)

Lesson 4: Advertising Sales, Promotion and Public Relations (Ch15)

Part II. MARKETING MIX AND RESEARCH

Lesson 5: The Research Process (Ch2)

Lesson 6: Exploratory Research: Qualitative and In-Depth Interviews (Ch8)

Books:

- **Part I:** "Marketing The Core". 3rd Edition, Kevin. Hartley. Rudelius, McGraw-Hill (Chapters 11, 12, 14, 15)
- **Part II:** "Marketing Research: Within a Changing Information Environment", 3/e, Joseph Hair, Robert P. Bush, David J. Ortinau, ISBN: 0072830875
Copyright year: 2006 (Chapters, 3, 5 ,6, 7, 13)
- [Find these books in the library](#)

Learning Activities

1-MASTERCLASS and group discussion

2-Workshops in TEAMS of 3 people

3-Public Presentation of the Cases

4-Individual Coaching

5-Personal Work

6-Practical Teamwork

7-Evaluation

Evaluation

Final Exam (Theoretical aspects)

Qualitative project (group).

Quantitative project (group).

Homework and participation in class

Bibliography

[Find these books at the Library](#)

- **Part I:** "Marketing The Core". 3rd Edition, Kevin. Hartley. Rudelius, McGraw-Hill (Chapters 11, 12, 14, 15)



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- **Part II:** “Marketing Research: Within a Changing Information Environment”, 3/e, Joseph Hair, Robert P. Bush, David J. Ortinau, ISBN: [0072830875](#)
Copyright year: 2006 (Chapters, 3, 5 ,6, 7, 13)

Office Hours

Professor Pedro Mir

Office 2020

Fridays: 11:00am- 17:00 pm



Universidad
de Navarra

Asignatura: Operation Management (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

<http://www.unav.es/asignatura/opmanagementeconom/>

Operation Management (F. ECONÓMICAS)

Operations Management is a subject in which the Operations System of the company is analyzed. The Operations System includes all the activities and decisions related to the design and production of products and services in a company. In the case of production companies, the Operations Systems concerns especially decisions related to the flow of materials. The Operations System is a key area to ensure the competitiveness of a company, so their understanding is very important for comprehensive understanding of the company.

Credits ECTS: 6

Undergraduate degree (s): Degree in Business Administration and Degree in Economics

Profile: Business Management.

Module: Organization and Business Management

Subject: Operations Management

Department: Business

School: School of Economics and Business Administration

Type of course (basic, compulsory, optional): Compulsory in Business Administration and optional in Economics.

Professor Victoria Rodríguez Chacón, vrodriguez@unav.es



Competences

To develop the following competences.

TRANSVERSAL COMPETENCES:

1. Logical reasoning.
2. Capacity for analysis and synthesis of the issues addressed.
3. Motivation and improvement.
4. Sense of responsibility and effort.
5. Oral communication capacity.
6. Capacity teamwork.
7. Criticism and self-criticism.
8. Activity planning and time management.
9. Punctuality and work ethic.
10. Autonomous learning capacity.
11. Initiation into basic research techniques and written expression results in profound but short papers.
12. The management enough English to use scientific literature in that language and be able to carry out written work and oral presentations in English.

SPECIFIC COMPETENCES:

1. Obtain a theoretical and practical knowledge of the company, focusing points of interest in the management and decision-making and a practical overview of the basic tools for planning, scheduling and control that support these activities.
2. Familiar with the organizational structure of a company, and coordination relations/conflict between different areas/departments/subsystems that compose it.
3. Analyze business cases.

Program

TOPIC 1. Introduction

- PDCA.
- The evolution of the OM.
- Quality and operations management.

TOPIC 2. Project management.



- Introduction.
- Phases: Definition, Planning, Doing, Monitoring, Completion.

In this topic they do a small project and they learn how to manage each phase of the project, before doing the project they do a dossier that reflects the planning of all the phases of the project.

TOPIC 3. Process analysis.

- Describing the process: flowchart and indicators.
- Analyzing the process: they learn how to identify the main improvement sources in the processes.
- Developing the improvement (Tools): basic improvements tools: POKA-YOKE, SMED, 5S, CHECK LIST, etc....
- Evaluating the improvement: cost vs. profit.
- Implementation plan: scheduling and anticipation of possible problems in implementation and possible solutions.
- Presenting the proposal.

In this topic they develop a big project with a company and they have to follow the methodology in order to learn how to improve a process.

The project has three steps and in each step they have a feedback in order to improve the final report. After this course they should be able to improve any kind of process in the company (production processes, logistic, human resources, etc...)

Educational activities

The methodology of the subject will be the Project Based Learning. As a consequence students will develop a teamwork in which theoretical knowledge must be applied and improvements in the operational subsystem of the company must be proposed and justified. During the project, teamwork will have to present three technical reports and attend three meeting with the professor to review the project progress.

1. Classroom activities (40 hours):

a. Professor classes: 24 hours. These will cover the most relevant aspects of the topics included in the program. Students must attend class and read in advance the documentation supplied to them in ADI.



- b. Reviewing sessions (3 hours): at these sessions the work done by the teamwork will be reviewed, questions will be solved and recommendations for further work will be given.
 - c. Oral presentations (8hours). Each group has to present, at least twice, their work. All students must attend presentations in order to know the operations in other companies.
 - d. Evaluation sessions (5 hours).
2. Non-classroom activities (110 hours):
- a. Teamwork (80 hours): is the most effort required activity in the subject. Its goal is that students discover and develop basic skills in order to do a rapid diagnosis and propose improvements in the operations related activities.
 - b. The student will spend around 30 hours to study the course material, to understand the concepts explained in class, to apply them to the teamwork, to look for information, to prepare meeting with the company, and finally, to prepare the exams.

Assessment

Teamwork:

- Activity: the first week of the course the work is proposed.
- Description: the work is a learning activity through which the profesor guides students in the self-learning process.
- Evaluation: the development of the work, its technical contend, the oral presentation and the justification of decisions made are going to be evaluated.
- Teamwork 50%

Final exam:

- 50%

REQUIREMENT TO APPROBE THE SUBJECT: To pass the course, students must earn at least 4 out of 10 in each of the two parties. The final grade for the course will be determined by the weighted average.

June announcement:

1. Valuation of work done during the year: 50%
2. Final exam: 50%

In the announcement for June it will be allowed to deliver additional works to those performed during the course in order to increase the grade obtained in exercises and works.

Bibliography and Resources

Basic

[Find these books at the Library](#)



- Chase, R.B., Jacobs, F.R., Aquilano, N.J. (2005). Operations Management for Competitive Advantage. McGraw Hill (11 edition)
- Heizer, J., Render, B. (2008). Principles of Operations Management. Prentice Hall (7th edition).

Further readings:

- http://www.thomsonparaninfo.com/material_apoyo/8497322584/
- Salvendy, G. (2001) Handbook of Industrial Engineering: Technology and Operations Management. Adisson Wiley & Sons.
- Schroeder, Roger G. (1993) Operations management: Decision making in the operations function. McGraw-Hill (New York) 4th edition

Office hours

Professor Victoria Rodríguez Chacón, vrodiguez@unav.es: Monday 11:00-13:00 and 17:00-19:00.

Always send an email at least one day in advance.

Class schedule: Tuesday 10:00- 13:00

Classroom: Edificio Amigos.

Project

This is the first step of the project. Each team should deliver the basic information about the company you are going to work with according the attached form.

The completed form must be loaded on ADI before the deadline. Emails are not allowed.

Any delay in delivery is a penalty of one point in the final grade. Therefore, in anticipation of possible technical problems is advisable to make deliveries in advance.

Read carefully the attached statement of the project.

Each group should deliver a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric. The minimum requirements for each delivery are defined in the statement. However,



if the group has worked on the following deliveries, the presented work will be corrected but not graded.

- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

Whenever you use other people's ideas or work, these ideas must be properly referenced. If you cut and paste something from the internet or from another source, this should be in quotation marks and properly cited.

All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.

Read carefully the statement of the project and prepare your second delivery.

Each group should delivery a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric. The minimum requirements for each delivery are defined in the statement. However, if the group has worked on the following deliveries, the presented work will be corrected but not graded.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

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All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.



Read carefully the statement of the project and prepare your final delivery.

Each group should delivery the report on a pdf file before the deadline. Please deliver the work in advance to solve any technical problems you may have with the platform before this date.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.

WARNING

According to the Cambridge Dictionary: "Plagiarize: to use another person's idea or a part of their work and pretend that it is your own."

Whenever you use other people's ideas or work, these ideas must be properly referenced. If you cut and paste something from the internet or from another source, this should be in quotation marks and properly cited.

All reports will be subject to an anti plagiarism test. If plagiarism is discovered in some work the grading of that work will be ZERO.

Each group should prepare a Power Point presentation, the file must be at most 15 slides. Any member of the group can be chosen to make the presentation. The presentation may not be longer than 8 minutes.

No work will be accepted after the deadline.

GRADING

- The evaluation of the project is going to be based on the attached rubric.
- Any work submitted after the deadline will not be corrected.
- No works sent by email will be accepted.