



Asignatura: Business Policy (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

Business Policy can be defined as the study of the functions and responsibilities of senior management how they deal with the crucial problems that affect success in the total enterprise and the decisions that determine the direction of the organisation and shape its future.

It also deals with the whole process of Strategic Management: formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.

Competences

General Skills

- Capacity of analysis and syntheses of cases
- Capacity of oral communication.
- Ability to work in teams.
- Leadership and innovation capacities.
- Management of the time.

Specific Skills

- Ability to consider and to answer questions related to Administration of Companies with a global vision of the acquired knowledge

Subject Program

1.- The Nature of Strategic Management

2.-The Business Mission and Vision

3.- The External Assessment

4.- The Internal Assessment

5.- Strategies in action

6.- Strategy Analysis and Choice

7.- Management and operation issues



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8.- Implementing Strategies

9.- Strategy Review, evaluation and control.

13.- How to contact Mr Banon:

By e-mail: abanon@unav.es

At his office : Office 2020

Assesment Grading:

CASES: 50%

FINAL EXAM: 30%

PARTICIPATION. 20% **Bibliography and Resources**

[Find these books at the Library](#)

1. **Strategic Management (12th edition), Concepts and Cases.** Fred R. David. Pearson Prentice Hall.
2. **Strategic Management and Business Policy (11th Edition)** Thomas L. Wheelen. J. David Hunger
3. Corporate Governance and Chairmanship, Adrian Cadbury. Oxford University Press.
4. Primal Leadership: Learning to Lead with Emotional Intelligence, Daniel Goleman and Richard E. Boyatzis, Harvard Business School
5. Leadership in Organizations (7th Edition) ,Gary Yukl . Prentice Hall

Office Hours

Professor Banon will be available at his office (2020 Amigos Building) Fridays 17:00-19:00. It is better to send him an email before. abanon@unav.es



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Asignatura: Financial Analysis (F.Económicas)

Guía Docente

Curso académico: 2014-15

Introduction

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

Financial Analysis (F.Económicas)

Faculty

Professor: Miguel Angel Casares (macasares@unav.es)

Office: 2540

General Information

First Semester

Course credits: 6 ECTS (European Credit Transfer System)

Undergraduate degree (s)

Department: Business

Classroom: A07

Schedule: Friday 16:00 to 20:00

First day of lectures: 09/5/2014

Last day fo lectures: 12/28/2014



Tutoring Hours

Fridays: 14:00 - 16:00 (previous appointment by mail)

Code of Conduct

- Punctuality is required at all times. Students must be on time for classes.
- Students should not enter or leave class once the class is started, without the professor's permission.
- There is no talking, socializing, or disruption of class (Classes can be fun, but you are here to learn and so is the student next to you). Specifically, no mobile phones, PDA's and Blackberries are allowed in class.
- No food or drink is allowed in class.

Competences

Objectives: The aim of this course is to provide the students with a sound introduction to financial statement analysis

The student should be able to analyze a company's annual report and conclude as to its profitability, efficiency, liquidity and solvency.

Taking this course will help students acquire the following competences and skills:

- Improve logical reasoning.
- Improve critical thinking
- Improve analytical and synthesis skills.
- Improve autonomous learning skills.
- Improve work-team abilities.

Program

This course combines theoretical lectures and practical classes. For the practical classes, students will have to prepare the problem sets at home before class starts. Each student will have to present a capstone project at the end of the semester.



COURSE OUTLINE

Chapter 1: Introduction

Chapter 2: Business Analysis

Chapter 3: The Four Financial Statements

Chapter 4: Balance Sheet

Chapter 5: Income Statement

Chapter 6: Statement of Stockholder's Equity

Chapter 7: Statement of Cash Flows

Chapter 8: Specific Accounts

Chapter 9: Comprehensive Activities

Over 60% of the hours of the course will be exercises and practical classes.

Assessment

Midterm Exam: **10%**

Class participation and Capstone Project: **30%**

The Capstone Project is required for all student. Students who do not present the Capstone Project won't be able to show for the final exam

Final Examination: **60%** (the minimum grade in the final to pass the course is 5 out of 10)

The final grade will be "NO PRESENTADO" "NO SHOW UP" if the final exam is missed. Any attempt to cheat will be severely penalized.

The exams will be closed-book

Bibliography and Resources

[Find this books at the Library](#)

- Interpreting and Analyzing Financial Statements 6e. Karen P. Schoenebeck
Mark P. Holtzman Pearson Education, Inc
- Financial Statement Analysis 10e: K.R. Subramanyam - John J. Wild McGraw-Hill International Edition
- Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective, 7e: Whalen, Baginski and Bradshaw
- The analysis and use of Financial Statements 3e: White - Sandhi - Fried John Wiley&Sons Inc
- Essentials of Financial Analysis. George T. Friedlob Lydia L.F. Schleifer - John Wiley & Sons, Inc



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- Accounting for Managers Paul M. Collier. John Wiley&Sons Ltd.
- Crash Course in Accounting and Financial Statement Analysis. Matan Feldman & Arkady Libman. John Wiley&Sons Inc.

Office Hours

Professor: Miguel Angel Casares (macasares@unav.es)

Office: 2540

Fridays: 14:00 - 16:00 (previous appointment by mail)



Asignatura: Strategic Management (F. ECONÓMICAS)

Guía Docente

Curso académico: 2014-15

Introduction

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

Strategic Management (F. ECONÓMICAS)

The aim of this course is to develop skills and help students to learn knowledges for designing a business strategy.

- **Name of the course:** STRATEGIC MANAGEMENT
- **Faculty:** Business and Economics
- **Department:** Business
- **Grades:** International Degree and Double Degree Business and Law
- **Course:** 4th ID and 6th GML, from September to December
- **ECTS:** 6,0
- **Professor:** Ricardo Mateo

- **e-mail:** rmateo@unav.es
- **Type of course:** Compulsory
- **Language:** ENGLISH
- **Office:** 2290 School of Economics and Business Administration
- **Office hours:** Friday 9:00-11:00.
- **First Semester**

Competences

1. - Understand the concept of strategy and the formal process for designing a Strategy. It includes the formal process for designing a Strategy, Corporate Strategy, Business Strategy and Functional Strategy.
2. - Understand the Strategy from the point of view of the war and how best commanders have deployed their strategies in the most important battles of the world.
3. - Develop a practical view of the business world analyzing real cases.
4. - Develop the capacity of teamwork, applying knowledge for developing a Strategy in a Group.

General Competences



1. Development of logical reasoning.
2. Capacity for analysis and synthesis.
3. Motivation.
4. Sense of responsibility and effort.
5. Oral communication skills.
6. Ability to work in a team.
7. Critical and self-criticism.
8. Build capacity for innovation and leadership.
9. Scheduling and time management.
10. Punctuality and work ethics.
11. Learning ability.
12. Initiation into basic research techniques.
13. English to be able to use scientific literature and presentations.
14. Sensitivity to the ethical, social and environmental business issues.

Specific Competencies

1. Obtain a theoretical and practical knowledge of an organization.
2. Know the organizational structure of a company, and coordinating relations / conflict between the different areas / departments / subsystems.
3. Analyze the problems of a company from the point of view of competitive strategy.
4. Analyze business cases
5. Assessment the current situation and future prospects of a company from the relevant data.
6. Understand the concept of strategy and know how to develop a formal strategy design.

Program

1. Introduction

Battle 1

(Week 1: september 1 - 7)

2. Strategic Management: Creating Competitive Advantages

Chapter 1

Battle 2

(Week 2: September 8 - 14)

3. Analyzing the External Environment of the Firm

Chapter 2

Battle 3

(Week 3: September 15 - 21)



4. Assessing the Internal Environment of the Firm

Chapter 3

Presentation 1

(Week 4: September 22 - 28)

5. Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources

Chapter 4

Presentation 2

(Week 5: September 29 - October 5)

6. Business-Level Strategy: Creating and Sustaining Competitive Advantages

Chapter 5

Presentation 3

(Week 6: October 6 - 12)

7. Corporate-Level Strategy: Creating Value through Diversification

Chapter 6

Presentation 4

(Week 7: October 13 - 19)

8. International Strategy: Creating Value in Global Markets

Chapter 7

Presentation 5

(Week 8: October 20 - 26)

9. Entrepreneurial Strategy and Competitive Dynamics

Chapter 8

Presentation 6

(Week 9: October 27 - November 2)

10. Strategic Leadership: Creating and Learning Organizational and a Ethical Organization

Chapter 11

Presentation 7



(Week 10: November 3 - 9)

11. Managing Innovation and Fostering Corporate Entrepreneurship

Chapter 12

(Week 11: November 10 - 16)

Presentation 8

12. Analyzing Strategic Management Cases

Chapter 13

Presntation 9

(Week 12: November 17 - End)

Educational activities

A. - Lectures: 45 hours

These classes will explain the most important aspects of the Outline. At the end of each chapter, documents that the teacher considers necessary will be put in ADI. It is recommended that the student answer those questions at the end of each subject. Any questions can be check with the professor.

2. - Seminars Group work: 10 hours

Throughout the course there will be 10 seminars for solving problems. Each seminar will last 1 hour. At the beginning of the seminar, each group should try to solve problems and will discuss related issues. Finally, students will explain their solution to their peers and send a report to the professor.

3. - Student Personal work: 85-95 hours.

Time devoted to study the subject and preparation of training activities, this includes the work that students should develop for designing the strategy of an organization.

Assessment

- Final exam: 40% of the grade.
- Seminars: 30% of the grade.
- Team Work: 30% of the grade.

The evaluation in June is 70% Exam and 30% Team Work.



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Bibliography and Resources

Main basic references:

[Find this book at the Library](#)

1. Dess, Lumpkin, Eisner (2010), Strategic Management: text and cases.

Office Hours

Friday form 9:00 to 11:00

Room 4050

Amigos Building



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Asignatura: Trabajo Fin de Grado (Empresa)

Guía Docente

Curso académico: 2014-15

Presentación

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

Trabajo Fin de Grado (Empresa)

Esta web es general. Están también disponibles para los alumnos "grupos especiales" on line, según la tipología en la que hagan su TFG.

Coordinadores de la asignatura: **Ricardo Mateo** (rmateo@unav.es), **Fernando Pérez de Gracia** (fgracia@unav.es) y **Juan Carlos Molero** (jcmolero@unav.es).

Curso, semestre: 4º curso o 6º curso de dobles licenciaturas. 2º semestre.

ECTS: 6 ECTS (150 horas de dedicación)

Tipo de asignatura: Obligatoria.

REQUISITOS:

Para realizar esta asignatura es necesario estar matriculado en todos los ECTS restantes para completar el plan de estudios correspondientes.

La matriculación en esta asignatura será revisada para comprobar que cumple con dicho requisito.

En el caso de ser superada la asignatura, la calificación obtenida no será validada hasta que no apruebe el resto de créditos ECTS del plan de estudios.

No se puede solicitar adelanto de convocatoria en esta asignatura.

TITULACIÓN: Empresa.

Módulo y materia a la que pertenece en el plan de estudios: Trabajo Fin de Grado.

Organización temporal: asignatura semestral.



Departamento, Facultad: Economía, Facultad de CC. Económicas y Empresariales.

Idioma en que se imparte: Español

Actividades formativas

Las actividades formativas **varían en función del tipo de TFG** que el alumno elija. De manera general, se podrían especificar:

af1. **Clases presenciales**: 35 horas.

af 3. **Tutorías**: 2,5 horas.

af 4. **Estudio personal**: 112 horas.

af 5. **Evaluación**: 0,5 horas.

Metodologías docentes

Las metodologías docentes **varían en función del tipo de TFG** que el alumno elija. De manera general, se podrían especificar:

M1. **Lección magistral**: sólo en la tipología "*Otro tipo de trabajo académico*".

M2. **Seminarios y talleres** prácticos: sólo en la tipología "*Otro tipo de trabajo académico*".

M3. **Tutorización** de trabajos individuales y/o grupales.

M4. **Asesoramiento académico personal** para cuestiones referentes a cada materia.

M5. **Tutorías** (dirección del TFG).

Tipos de TFG y evaluación

1) Tipologías de TFG:

- Business Plan
- Valoración de empresas
- Business Case analysis



- Trabajos de Internacionalización
- Trabajos de Campo
- Proyectos de investigación
- Otro tipo de trabajo académico

La [asignación](#) de los TFG se hace después de que los alumnos manifiesten sus prioridades a través de una [encuesta](#). Para la asignación final, además de las prioridades del alumno, se tiene en cuenta la nota de su [expediente](#).

En el siguiente documento se recoge la [información detallada de los tipos de TFG](#):

[TFG 2014-2015. Presentación alumnos. 11 de abril de 2014](#)

2) Los sistemas de evaluación varían en función del tipo de TFG que el alumno elija. De manera general, se podrían especificar:

SE5. Elaboración del TFG.

SE6. Presentación y defensa del TFG: puede ser sólo ante el tutor del TFG o ante un tribunal de profesores.

Nota de interés: en la evaluación del TFG el tutor rellenará una ficha de evaluación. Si la nota propuesta es mayor que 6,5 sobre 10, el alumno deberá ser evaluado por un tribunal de profesores.

[Ficha de evaluación de los TFG curso 2014-2015](#)

3) La fecha ordinaria de entrega del TFG en convocatoria ordinaria en el curso académico 2014-2015 será desde el 1 de abril hasta [antes del 23 de abril de 2015 a las 24:00 \(jueves\)](#). No obstante, aquellos alumnos que cursen el programa IESE deberán entregar su TFG antes del 16 de enero de 2015 (viernes).

4) Por lo que respecta a las fechas de exposición de los trabajos ante tribunal: En principio, las presentaciones ante los tribunales tendrán lugar [entre el 18 y el 23 de mayo de 2015, en función del número de defensas necesarias](#). Se avisará a los alumnos con una semana de tiempo.



5) **Convocatoria extraordinaria de junio:**

En la convocatoria extraordinaria el alumno podrá, de acuerdo con su tutor, completar su TFG, que incluye los aspectos formales del trabajo y la actitud del alumno. La convocatoria extraordinaria deberá entregarse **antes del 20 de junio a las 24:00** y los criterios de evaluación serán los mismos que en la convocatoria ordinaria.

Competencias

COMPETENCIAS BÁSICAS Y GENERALES DE LA MATERIA

Debido a la diversidad materias en las que trabajarán los alumnos, las competencias generales pueden ser cualquiera de las siguientes:

CG1. Conocer distintas **áreas del análisis económico**, tanto en su vertiente teórica como aplicada.

CG2. **Identificar, integrar y utilizar** los conocimientos adquiridos en el argumento, discusión o resolución de problemas relevantes para lo económico y empresarial.

CG3. Dominar **herramientas informáticas, matemáticas o técnicas relevantes** para la actividad académica y profesional en lo económico y empresarial.

CG5. Desarrollar la **capacidad de razonamiento autónomo y crítico** en temas relevantes para lo económico y empresarial.

CG6. **Saber comunicar** oralmente o por escrito resultados y análisis de utilidad en lo económico y empresarial.

CG7. Conocer los **diferentes entornos** en los que desarrolla su trabajo: la coyuntura, los mercados, el contexto histórico, legal o humanístico.

Bibliografía y recursos

La bibliografía recomendada **dependerá del tipo del TFG** que el alumno elija y de las orientaciones concretas de cada tutor.

Horarios de atención

El alumno se pondrá en **contacto con el tutor correspondiente** de su TFG.



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