

**COURSE DATA****Data Subject**

Code	42812
Name	Management tools
Cycle	Master's degree
ECTS Credits	6.0
Academic year	2021 - 2022

Study (s)

Degree	Center	Acad. year	Period
2132 - M.U. en Creación y Gestión de Empresas Innovadoras	Faculty of Economics	1	First term

Subject-matter

Degree	Subject-matter	Character
2132 - M.U. en Creación y Gestión de Empresas Innovadoras	2 - Tools and skills	Obligatory

Coordination

Name	Department
ADAME SANCHEZ, CONSOLACION	105 - Business Administration 'Juan José Renau Piqueras'
SOLER MOVILLA, ANGELES	172 - Business Finance

SUMMARY

The current business environment increases its turbulence exponentially, restricting the room for maneuver in business decisions and pressuring companies to look for new ways to develop their competitiveness. All of this increases the leading role of technology and innovation as the basis of business competitiveness, even more so in Western economies, given the development of the costs that large economies in transition are experiencing. In this context, companies, and the people who insert and develop them, need effective and efficient management tools, as well as the complexity of the external context.



In this module, and in the hands of specialists with extensive academic and practical experience, some of these management tools are presented, if not all, some of the main ones and which contribute most to modern business management in turbulent environments. Thus, and going through the different levels of business decision, the professors of the subject will present and analyze different practical tools very useful, from the tools of the Strategic Diagnosis to the accounting and financial developments adapted to technology-based companies, the decisions, and the design of the strategy.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

Not required

OUTCOMES

2132 - M.U. en Creación y Gestión de Empresas Innovadoras

- Students should possess and understand foundational knowledge that enables original thinking and research in the field.

LEARNING OUTCOMES

Students are expected to acquire knowledge and skills such as the following:

- Establish a framework of homogeneous analysis to analyze innovation and innovative companies from all perspectives and levels of analysis.
- Know and understand the industrial dynamics, from the different types of sectors and their evolution, to the internal dynamics itself as a result of the interaction of the 5 competitive forces.
- Know and understand the strategic effects of innovation, and how they intervene in the configuration of the sectors.
- Know and understand the different models and useful tools for the management of innovative and technology-based companies in the environments in which they operate.
- Perform a Business Strategic Diagnosis.
- Know the different strategic options of the company for the strategy design.
- Know the accounting concepts necessary for the formalization of business transactions, especially those related to innovation, technology and its implications.
- Know the financial concepts necessary to assess the financial viability of an investment project, and seek and obtain the necessary financing in the market.



DESCRIPTION OF CONTENTS

1. Strategic Management

- 1 External analysis. General and competitive environment
- 2 Business strategy
- 4 Internal analysis

2. Business Strategy Design

- 1 Sectorial context: strategies according sector
- 2 Business context: growth strategies

3. Business Intelligence y Business Development

- 1 Competitive monitoring
- 2 Business intelligence
- 3 Business management tools (ERP) and customer management tools (CRM)

4. Financial-Accounting Information System

- 1 The Financial Plan. Accounting information
- 2 Accounting as an information system
- 3 Balance Sheet Analysis
- 4 Analysis of the Profit and Loss Account
- 5 Integration of the financial statements into the Business Plan

5. Valuation and Financing of Investment Projects

- 1 Financial Management
- 3 Investment project
- 4 Theoretical bases and valuation criteria
- 5 Analysis of risky projects
- 6 Corporate Fina



WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	45,00	100
Attendance at events and external activities	10,00	0
Preparation of evaluation activities	37,00	0
Preparing lectures	27,00	0
Preparation of practical classes and problem	27,00	0
Resolution of case studies	4,00	0
TOTAL	150,00	

TEACHING METHODOLOGY

In the different theoretical-practical sessions, professors will develop the main theoretical concepts collected in the analytical program that is detailed in this teaching guide through the master lesson model. In addition, participatory model will be used, encouraging and assessing the participation of the student, who previously must have prepared the contents of each of the sessions based on the recommended bibliographic references. Various cases, problems and real situations will be used to encourage debate when applying the methodology explained in class. Also, the research model will be encouraged, so that the student will analyze, prepare, develop and present, in the terms and dates that professors indicate, the exercises, practical cases and proposed works. For this, the students will count, throughout the sessions, with supervision by the teachers.

Additionally, in order that the classes are truly participatory and useful, the student will have most of the material with sufficient time to prepare and review the theoretical content necessary before the corresponding treatment in class.

During the development of the classes, the teachers will also inform the students of the activities that must be carried out, such as the delivery of electronic records, access to teaching materials, communication via email, etc. The web page of reference is <http://aulavirtual.uv.es>, being able to make consultations about its operation in the direction Aula.Virtual@uv.es.

EVALUATION

In the **evaluation system** of this module, **three parts** will be considered for the composition of the final grade.

The first part of the evaluation will have an assessment of **30% of the final grade**, and will be determined by the compulsory completion of exercises and work, either individually or in teams, related to the contents of the syllabus corresponding to **Topics 1 to 3**.



A second part, whose overall assessment will be **60% of the final grade** of the module, and which will be carried out by means of a **written exam** on the basic theoretical and practical contents on finance and accounting (**topics 4 and 5** of the program), with test type questions and/or questions of free development, and that will take place on the dates that are enabled for it within the academic calendar of the course. The grade of 5 out of 10 (3 out of 6) in the written test of the second part must be passed and all the works/exercises of the first part must be presented, obtaining at least a 5 out of 10 (1.5 out of 3) so that the grades obtained can be added.

The third part of the final grade, with a weight of **10%**, will consider **attendance, participation and continuous work** during the course sessions. Attendance to class sessions is compulsory and lack of justification will result in the waiver of the final grade of the module.

Students who for duly justified reasons are unable to attend the different sessions of the module should contact the professor corresponding to those sessions in order to establish an alternative work program.

Decisions as to whether or not class attendance is justified are at the discretion of the professor responsible for the session.

REFERENCES

Basic

- Plan General de Contabilidad (2007), Real Decreto 1414/2007, de 20 de Noviembre de 2007, BOE, Madrid
- Berk, J.; DeMarzo, P. y Hardford, J. (2010): Fundamentos de Finanzas Corporativas, Pearson, Madrid.
- Johnson, G.; Whittington, R. & Scholes, K. (2011): Exploring Strategy, 9th ed., Prentice Hall, London.
- Navas, J. E. & Guerras, L. A. (2015): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, 5ª Ed., Civitas, Madrid.
- Ribeiro et al. (2012): Casos de Dirección Estratégica, Pearson, Madrid
- Amat, O. (2008): Análisis de Estados Financieros. Fundamentos y aplicaciones. Ed. Gestión 2000, Barcelona.
- Berk, J.; DeMarzo, P. y Hardford, J. (2018): Fundamentos de Finanzas Corporativas, Pearson, Madrid. (También disponible en formato electrónico Bibliotecas uv)
- Brealey, R.; Myers, S. & Allen, F. (2017): Principios de Finanzas Corporativas, 11ª Ed., McGraw-Hill, Madrid. (También disponible en formato electrónico Bibliotecas uv)
- Johnson, G.; Whittington, R. & Scholes, K. (2011): Exploring Strategy, 9th ed., Prentice Hall, London.



Additional

- Martínez, E. (2005): Finanzas para directivos, McGrawHill, Madrid
- Rivero Torre, P. (2011): Análisis de Balances y Estados Complementarios, 2ª Ed., Pirámide, Madrid
- Simon, H. A. (1987): Making Management Decisions: The Role of Intuition and Emotion, Academy of Management Executive, February, 57-64
- Porter, M. E. (1980): Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press, New York. Edición en castellano: Porter, M. E. (1988): Estrategia Competitiva: Técnicas para el Análisis de los Sectores Industriales y de la Competencia, CECSA, México
- Farinós Viñas, José E. (2016): Gestión financiera de la empresa turística, Editorial Síntesis, Madrid
- Lassala, C.; Medal, A.; Navarro, V.; Sanchis, V. & Soler, A. (2006): Dirección Financiera II, Pirámide, Madrid.
- López, F. J. (2007): Casos Prácticos de Finanzas Corporativas, Thompson, Madrid.
- Makridakis, S. G. (1993): Pronósticos, Estrategia y Planificación para el Siglo XXI, Díaz de Santos, Madrid.
- Titman, S. y Martin, J. D. (2009): Valoración, PrenticeHall, Madrid.

ADDENDUM COVID-19

This addendum will only be activated if the health situation requires so and with the prior agreement of the Governing Council

The teaching of this subject is face-to-face. Only in the case of a health alarm that forces a confinement of the population by legal imperative, would proceed to teach temporarily in online format. The exams are of a face-to-face nature. Only in the event of a health alarm that requires, by legal imperative, a confinement of the people, will the date of the tests be delayed until a period that allows for presence. If the containment situation were to be extended until the end of July 2021, the assessment tests would be replaced by individual work.