



# DEGREE IN MANAGEMENT OF BUSINESS AND TECHNOLOGY (GMBT)

*Course summaries 2015-16 academic year – Fall Semester 2015*



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Important Note: Final exams for the Fall Semester are the last 2 weeks of January, 2016. If you are not going to be in Barcelona at that time due to your home university schedule, you must make arrangements for your Final Exams with the corresponding La Salle professor **before** officially registering for any of these courses.

## 1<sup>st</sup> Year Courses

### AD005 Business Communication Skills I (4 ECTS)

Effective communication is an indispensable skill for everyone in business today, regardless of the size of business you are in –a large corporation, a small company, a home-based business or even as an entrepreneur. Outstanding communicators have a distinct advantage in jumpstarting their careers.

The course covers the fundamental concepts of communication; in-depth understanding and practice of key communication skills focusing on listening, speaking; teamwork; basic information research; oral presentations and those communication skills needed to successfully complete the demands of university level courses.

### AD006 Microeconomics (4 ECTS)

Microeconomics is concerned with the behaviour of individual economic agents (firms and consumers) and their interaction in the market place. It can be a highly theoretical subject, but one that introduces students to the basic analytical tools, reasoning and language of economics. This course explores the main pillars of microeconomic theory: the price mechanism and economic decision-making; demand and supply; the operation of markets; the theory of the firm; monopoly and competition; efficiency and the role of government.

#### AD007 Principles of Marketing (4 ECTS)

An understanding of the fundamental concepts and role of marketing management is essential to any business degree programme. This course provides students with an introduction to the role of marketing and the principles and problems involved in developing marketing programs. Students will be taken from an introduction to the role of marketing in the organization through the principle tools of marketing and end the course examining the ethical implications that marketing may have on the company.

Through a wealth of cases, examples, and readings, we will examine how important role marketing plays in the modern day organization. Furthermore, we will have the opportunity to analyze how the function of marketing has evolved over time driven by factors such as the changing nature of the consumer, globalization, technology and socio-cultural factors. .

While this course imparts the traditional concepts of managing the marketing mix with a balanced focus on the consumer and the competitor, it also examines more innovative and often more aggressive promotional techniques such as guerilla and viral marketing, as well as the growing importance of digital marketing. There will also be a comprehensive focus on the area of service marketing.

#### AD010 Mathematics for Business I (6 ECTS)

This course is conceived as a review of the main mathematical methods that are required by students of business, economics and management. It assumes only a basic knowledge of mathematical analysis, and will build slowly from fairly elementary topics to an introduction to calculus and the more complex methods used in more advanced studies.

## 2<sup>nd</sup> Year Courses

#### AD009 Accounting Principles II (6 ECTS)

The course is a continuation to Accounting Principles I. The concepts and financial analysis techniques previously learned will be applied to understanding concepts such as Income Statement, Retained Earnings, and Cash Flows. We will also study different tools and measures used in Financial Statement Analysis as well as the basic concepts of cost accounting systems, cost-volume-profit relationships, incremental analysis and responsibility accounting used in Management Accounting.

Recommended prerequisite: Introductory course to accounting

#### AD014 Principles of Finance (6 ECTS)

This is the first in a series of finance courses that will provide a comprehensive overview of the main principles of corporate finance. Corporate finance revolves around two main axes: the investment decision, which requires managers to identify and value investment opportunities; and the financing decision, which is about how businesses raise the money to finance these investments. This first course provides a basic framework for evaluating the expected return to investment projects and analysing the risk-return trade-off. It will provide students with the skills to understand the time value of money, calculate the present value of future cash flows, and value shares and bonds. The course will also

provide an overview of firms' financial statements and measurements of corporate performance, as well as an insight into the fascinating world of financial markets.

#### AD015 Cross-Cultural Management (6 ECTS)

The aim of this course is to show how cultural factors influence management across national borders. Firstly, the concept of culture as an important component of the business environment will be explored. Emphasis will be placed on the changing role of national culture amidst accelerated globalizing processes. The focus will then shift to the influence of national culture on the internal structure and behavior of organizations from different countries. The analysis of model case studies will consider central themes in managing across cultures, including communication, motivation, negotiation, dispute resolution, managing joint ventures and subsidiaries.

#### AD016 Managing IT and Information Systems I (4 ECTS)

This class continues our analysis of business applications of information systems, and provides an introduction to key technologies in networking, information security, the Internet, knowledge management, and enterprise computing. Students will have learnt about the processes and techniques of managing the information, knowledge and IT functions and the importance of managing customer and client needs (internal and external) when designing information architecture. Students will also be aware of the importance of aligning IT and information and knowledge resources with corporate strategy and operational priorities: and the need also to evaluate investment in IT, knowledge and information.

#### AD017 Principles of Operations (4 ECTS)

This course emphasizes the strategic, tactical, and operational planning aspects of operations management. By reviewing the concepts and analytic methods that are useful in understanding the management of a firm's operations, providing an overview of Operations Management and initial introduction to Supply Chain Management. By focusing on the core processes of a firm, emphasis is placed on where value is added in the organizational processes. We will dig deep into different roles inside the supply chain and take a special interest in the fight against variability.

Overall the aim is to familiarize students with the problems and issues confronting operations managers, and develop the language, concepts, insights and tools necessary to gain a competitive advantage through operations.

#### AD018 Marketing Management (4 ECTS)

Marketing is the business function that identifies customer needs and wants, determines which target markets the organization can serve best, and designs appropriate products, services, and programs to serve these markets. It guides the entire organization. The goal of marketing is to create customer satisfaction by building value-based relationships with customers, in conjunction with other internal and external business units. The end-result is gaining market leadership by understanding consumer needs and finding solutions of superior value, quality, and service.

The objective of this course is to take practical approach to marketing. It gives the student the opportunity to practice all marketing concepts and to develop them in a dynamic way.

The Marketing Management course provides in-depth exposure to practical examples and applications about managerial decisions. These include the trade-off between the organization's objectives and resources against needs and opportunities in the marketplace.

Recommended prerequisite: Principals of Marketing

## 3<sup>rd</sup> Year Courses

### AD030 Integrated Marketing Communications (3 ECTS)

Marketers must look beyond traditional media in order to achieve success. In order to best communicate with consumers, advertisers must utilize myriad of tools (advertising, public relations, direct marketing, interactive/Internet marketing, sales promotion, and personal selling); This course reflects the shift from the conventional methods of advertising to the more widely recognized approach of implementing an integrated marketing communications strategy.

The material taught underscores the importance of recognizing that a firm must use all promotional tools available to convey a unified message to the consumer. The integrated marketing communications perspective (the theme of the text) catapults the student into the business practices of the 21st century.

This course is designed to increase your awareness of the relevant role of marketing communications and how it must be approached in an integrated manner for the 21st century. We will approach marketing communications from all aspects of the marketing communications perspective, one that recognizes the importance of coordinating all of the marketing mix elements to develop an effective marketing communications program.

Recommended prerequisite: Principals of Marketing

### AD032 Corporate and International Finance (5 ECTS)

In the modern world, be it commercial, government, not-for-profit or personal, nothing happens without finance. Whatever career a student eventually follows, he/she will need to have an understanding of finance. This course is the last in a series of finance courses which will provide a better than basic understanding of financial matters as well as many of the techniques required to solve corporate finance problems.

The objective of the Corporate Finance course is to develop the knowledge and skills obtained from earlier finance courses so that they are able to analyse the financial positions of companies, to understand globalisation and the risks involved, to know about sources of finance and their cost and to appreciate the problems of the corporate finance manager and the solutions available to him or her. To enable students to understand current events in the financial world and to be able follow events such as mergers and acquisitions and the raising of capital intelligently and knowledgeably.

Recommended prerequisite: Principals of Finance

#### AD034 Managing Technology Intense Organizations (5 ECTS)

Management, as we know it today, has been the subject of study and practice roughly for the last 100 years. Some people think that a good manager can manage anything, regardless of its technological base. But there is strong evidence that the ability to evaluate alternative technologies and their investment requirements, the capacity to envision how scientific and technical concepts find their way to the market, and the knowledge about how to manage complex innovation and production processes, all require a distinctive set of skills.

In this course we will look at what these skills are. Many cases will be studied, of both successful and failed technology based projects and enterprises. By the end of the course students are expected to have developed their own criteria about how Technology Intense Organizations must operate to achieve their goals.

#### AD036 Quality Management (5 ECTS)

This course will provide the student with the underlying principles and techniques of Quality Management, with emphasis on their practical application to any kind of organization. Focus will be placed on the Quality Control and Reliability functions in a firm and how this involves the entire cycle from product development through customer usage.

Students will develop a working knowledge of the best practices in Quality and Process Management, learning to approach Quality from a realistic 'out of the box' perspective. At the same time, they will understand the pain and the cost associated with improving Quality, learning the key tools used on the field. We will learn how important the customer's voice is, and the central role of the six-sigma methodology.

Related to product design quality and Quality on services, we will see the importance of a strategic plan for Quality Management and discuss the importance of "benchmarking", as a means for improvement.

#### AD048 Applied Research in Technology Management (5 ECTS)

This course is to provide students with an in-depth knowledge of the design and management of research projects. By the end of the course students will be able to set realistic research objectives, design accurate and appropriate research methods, undertake comprehensive literature reviews, analyse quantitative and qualitative data and write-up their findings.

This course also aims to practically apply the theoretical concepts and develop management skills necessary for the successful undertaking of a research project. These skills include: planning, organization, time management, interpersonal communication, teamwork, leadership.

Students will have the opportunity to practically apply knowledge developed in several subject areas including marketing management, global marketing, human resource management, cross-cultural management, project management and should provide experience in preparation for the final thesis.

Students work in groups on different projects linked directly to external organizations. The research projects will be designed, planned, managed and executed by the groups who will act as professional market research consultancies.

#### AD035 Budgeting, Planning and Control (4 ECTS)

A budget is a formal expression of plans, goals, and objectives of management for a designated time period. Actual data vs. budgeted data produces variances that will be analyzed for future decision making and forecasting. This data is also important for risk management and to control its activities, amend plans and review corporate strategies.

The objective of this course is to familiarize the students with the budgeting, planning and the control process. Their knowledge of accounting will be put to use in the preparation of budgets and projections, but new strategic planning and risk control concepts will be introduced. We will look at the financial statements of a company, and consider past performance and future budget decisions. Students will understand the corporate subordinate budgets (ex. cash flow, capital expenditures, projects, etc.), and how these budgets collectively form the master budget for the company. This course will combine both theory and best practices.

Recommended prerequisite: Accounting basics and knowledge of Microsoft Excel

#### AD020 Technological Project Management (3 ECTS)

This course provides the students with practical skills, tools and techniques, the learning experience allows them to execute, control and monitor a real life projects.

Technological projects are critical to the success of any organization. They are the activities that result in new or changed products that could increase sales, improve customer satisfaction, reduce costs, improve the work environment, and result in other benefits.

At the conclusion of the course, the students will be able to define, plan and execute and control a technological project.

## 4<sup>th</sup> Year Courses

#### AD023 Management IT and Information Systems II (4 ECTS)

This course analyses the concepts of the strategic use of IT in business. Concretely, the course manages these concepts at three levels. The first level focuses on Strategic Alignment among IT strategy and business strategy. Strategic Alignment studies the fit and the harmony between IT strategy and business strategy. At the second level, the course deals with IS strategic planning. IS planning describes the effort to transform business strategy into the allocation of IT resources within the organization. This level includes how IT governance is implemented within an organization.

Finally, the course proposes to study IT assessment ideas. The goal is to learn how IT value can be measured and what kind of choices do managers have to drive this value. The course is adequate for students involved in analysis and strategic planning of technology-related business, technology managers with an interest in either technology sector companies or business enterprise IT groups, and vendors of information technology products or services.

#### ADo40 International Business (5 ECTS)

The course is an introduction to the globalization of international business, an examination of the various political, economic, cultural, and legal differences in the various countries in various areas around the world, international trade theory, the political economy of international trade, foreign direct investment, regional economic integration, foreign exchanges and the global monetary system, an examination of global strategies that should be considered when entering a foreign market, product development in the global context and managing global operations.

#### ADo42 Sales Management (4 ECTS)

This course analyses the professional selling practices with the organization, emphasizing the selling process and sales management, including the development of territories, determining potentials and forecasts, and setting quotas.

The course examines the elements of an effective sales force as a key component of the organization's total marketing effort. We will extend students' understanding of marketing's reach and potential impact in achieving its overarching goals. Course objectives include understanding the sales process, the relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, and issues in recruiting, selecting, training, motivating, compensating and retaining salespeople. Competencies will be developed in sales presentations, negotiation, leadership, building trust and relationship development.

#### ADo47 Entrepreneurship and Venture Capital (3 ECTS)

This class provides an introduction to the art and science of starting a new entrepreneurial venture from idea generation, to business plan preparation, to growth and harvesting. You will begin by generating ideas for a new business opportunity. However, most successful start-ups will change their business idea several times from the initial idea as they gather new information about what their customers really want/need, and what they're willing to pay for. In the second stage, you will develop your ideas into hypothetical business models, and test your hypotheses through interactions with potential customers, partners, and suppliers. Based on this feedback, you will iterate your business model each session so that it addresses a real problem for real customers. In addition to the presentations by your professor for each session, you will have readings, tutorials, and interaction with guest lecturers and entrepreneurs.

## Electives

#### ADo55 International Current Affairs (4 ECTS)

The arrival of the millennium brought with it great expectation and hope that it would usher in a new era of peace and prosperity. The wars of the twentieth century were behind us, communism had been discredited and it seemed as if economic uncertainty was at least under control. Think again! Starting with the attacks of September 11, 2001 through to the global recession that began in December, 2007 and continues today, we have been reminded of the interconnectedness of a globalized world. For the



next few months we will immerse ourselves in the international issues that affect us all either directly or indirectly. Be prepared, there might yet be surprises over the horizon that will affect the way live.

#### AD061 Investment Analysis (4 ECTS)

This course, designed for students who have completed their core studies in undergraduate corporate finance, seeks to explore more deeply a series of specific topics in finance. For the 2015-16 academic year, the main focus is on the valuation – how to put a value on any asset, company, project or technology.

#### Recommended prerequisite: Corporate Finance

#### AD072 Consumer Behavior (4 ECTS)

Consumer Behavior embraces the study of how having things affects our lives and how our possessions influence the way we feel about ourselves, and each other. In this course, you will explore how perceptions, learning, memory, personality, and attitudes influence consumption behavior, how consumption changes during one's life cycle, and how powerful cultural and subcultural influences are on consumers.

This course is an introduction to the world of consumer behavior. The discipline borrows from several social sciences including psychology, sociology, and anthropology to explain behavior in the marketplace.

This course is designed to provide knowledge of:

1. the psychological foundations of consumer behavior
2. the mechanisms of influence that are most likely to lead consumers to change their attitudes, their beliefs, and, most importantly, their actions
3. how to engage these mechanisms in building persuasive communications

#### AD077 Sports Business (4 ECTS)

During the 20th century the sports industry grew exponentially from its origins as an amateur pastime to a complex phenomenon that moves billions of dollars on a global scale. Focusing on the European sports industry, this course highlights structures and systems of governance, and the ownership, financing, marketing and management of leagues, teams, facilities and events. Case studies examined include Manchester United, FC Barcelona, the English Premier League, IPL, Euroleague Basketball among others.

#### AD074 International Economics (4 ECTS)

This is a course about the integration of world economies brought about by both trade and financial liberalization – that is, globalization. The course provides an overview of the two main sub-categories of the subject, namely international trade and international finance

We will first study the forces underpinning international trade in goods and services, the costs and benefits of globalization, the trade policy options facing governments, and the role of international organizations in trade governance.

We will then move on to study the forces driving cross-border financial flows and the determination of exchange rates. This will require a review of money, prices and interest rates. We will address the history and organization of the international monetary system, the different forms of exchange rate management, and the causes and consequences of the different financial crises that periodically beset developing economies.

Recommended prerequisite: Principals of Macroeconomics

AD077 Sports Marketing (4 ECTS)

The sport is one of the most innovative industries in the field of marketing. Students will learn how the management of the sports marketing mix is different and what differentiates sport as a product/service experience. The strategic relationships between sports entities, media organizations and sponsors provide cutting edge insights into how to add value through licensing, image rights deals, branding, PR, among others. Students will study how media rights deals are negotiated, how sponsorship and endorsement deals are managed, and how brands are built and communicated in the digital era. Cases studied include FC Barcelona, Wimbledon, ESPN, Nike, Red Bull, Olympic Games and F1.