



**FACULTY OF ECONOMICS AND
BUSINESS ADMINISTRATION**

**COURSES
2011-2012**

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DEPARTMENT OF ECONOMICS

Analysis of Macroeconomic Environment

5.0 ECTS Credits

Year 3 E-2, Second Semester

Taught in Spanish

Socioeconomic analysis and interpretation of the most relevant statistical resources for business decision-making. It reviews the trends of the main economic indexes, which reflect both the trends of the prevailing conditions in terms of monetary and financial flows (diverse monetary and financial aggregates), as well as the actual flows (product, income, spending and balance of payments). Goals and instruments of the economic policy on short-term adjustment.

Analysis of Macroeconomic Environment

4.5 Credits

Years 4 and 5 - E2 or 6 E3. First and Second Semesters

Taught in Spanish

The module aims to enable students to practise juncture analysis on a specific country's economy while handling the main macroeconomic indicators that show the behaviour of real and financial flows.

Economic policy goals and instruments on short-term adjustment. Monetary instruments. Credit companies: balance variables and instruments of the economic authority. Securities market analysis. Money markets. EU policies on SME promotion. Business views. Employment and salaries. Production and demand: industry and services. Agriculture, Prices. Foreign sector. National accounting. International juncture

Economics of the European Union

4.5 Credits

First and Second Semesters

Taught in English

This course seeks to present the facts, theories and controversies concerning the process of economic integration in Europe. Although it concentrates on economic policy issues, the historical, political and institutional context of the development of the European Union is also considered relevant. Students will be provided with the necessary analytical tools to study important aspects of EU policies. Topics covered include: the micro and macroeconomics of European integration, financial and monetary integration, the challenge of enlargement, common economic policies (including agriculture, trade, competition and regional policy). The pedagogic approach will be based on lectures, seminars, self-assessment exercises, essay questions and the extensive use of the online learning centre which accompanies the course.

EU Economy

4.5 Credits

Years 4, 5-E2, or 6 E-3 First semester

Taught in Spanish

Students who successfully complete the module will have knowledge on:

- The diversity of countries within the European Union and the continuous integration process.
- The institutional system and European Union funding.
- The facts affecting the modern world of economics in the European Union (ageing population, growing international competition, rapid technological change, economic and monetary integration, and the energy crisis) and its acute effect on growth, competition, employment and social cohesion.
- The economic strategies and policies to tackle the above issues. Following an introduction to the basic traits of the economies within the European Union, its integration process and its institutions, the course then studies the Lisbon Strategy 2000 in response to the fundamental challenges and issues it faces. Special attention is placed during the course to the factors determining European business competition as well as the single market research, single currency, job markets, (economic, social and territorial) cohesion and the environment

International Business

5.0 ECTS Credits

Year 3 E-2, First Semester

Taught in Spanish

This module aims to enable students to understand the key aspects of the socio-economic, political and cultural context surrounding the internationalisation of organisations, which is affected by the phenomenon of globalisation. In addition, it tackles the main strategic decisions to be made by a company during an internationalisation process and provides a further analysis of the unique aspects of the international management of some of these functional areas that are key to an international company.

International Business

4.5 Credits

First and Second Semesters

Taught in English

This course provides an overview of the international environment of business and management. The course focuses on the expanding globalization of the world marketplace, regulations that define the market place and the institutions and organizations with which corporations must transact and interact. Included in the course is the role of countries, corporations, people, and policies in a changing and challenging global environment. Special emphasis is placed on the study of the domestic and foreign factors influencing companies and organizations involved in international operations. This course covers many aspects that make up the international business and policy arena, from finance and economics to politics and law including international business strategy.

International Economic Theory**5.0 ECTS Credits****Year 3 E-2, First Semester****Taught in Spanish**

Macroeconomic models for an open economy: balance of payments, and fixed and floating exchange rates. Theories and policies on international trade. Theories on international labour and capital movements.

International Economics**4.5 Credits****First and Second Semesters****Taught in English**

The aim of the course is to develop the understanding of the international economy. In part 1 we consider the balance of payments, central banks, interest rates, exchange rates, foreign debt. In part 2 we consider international trade and trade policies.

International Studies III**9.0 Credits****Year 4 E-4 Annual****Taught in Spanish**

This module seeks mainly to study two interrelated economic processes: globalisation and regionalisation

Globalisation as a concept. History of globalisation. Globalisation and economic growth. Globalisation and income distribution. Globalisation and job markets. Globalisation and capital markets. Globalisation and technology. Globalisation and multinational companies. Globalisation and exchange rates. Globalisation and financial crises. Globalisation, governments and economic policy. Globalisation and international organisations. Alternative perspectives on globalisation. History of European integration. Institutional framework and decision-making process. The European Union budget. The Common Agricultural Policy. Regional policy, the effects of localisation and economic geography. Competition Policy.

Macroeconomics**5.0 ECTS Credits****Year 2 E-2, Second Semester****Taught in Spanish**

National accounting and macroeconomic magnitudes. Macroeconomic dynamics in the long and short term: growth trends and cycle. Basic macroeconomic models for a closed economy: goods and services markets, financial assets and employment and determining factors. Taxing policy and monetary policy and their effects on macroeconomic variables.

Microeconomics**5.0 ECTS Credits****Year 2 E-2 First Semester****Taught in Spanish**

Market Production and Costing models: perfect competition, monopoly, monopolistic competition and oligopoly. The employment market: factors determining employment supply and demand. Market failings, public assets and external factors

The Spanish Economy**5.0 ECTS Credits****Year 3 E-2 Second Semester****Taught in Spanish**

Explanatory factors of the dynamics of growth in the Spanish economy in recent years: population, capital, the labour market and integration within the European Union. Trends in product, employment, income and spending flows, from a sector-specific and regional perspective. Foreign relations.

World Economy**5.0 ECTS Credits****Year 3 E-2, First and Second Semesters****Taught in Spanish**

The main problems in world economy, production, distribution, spending and financing processes, factors affecting them, the main entities and the economic policy implemented.

DEPARTMENT OF BUSINESS MANAGEMENT

Business and Competitive Analysis

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

The aim is for students to link the competitive positioning of companies with three key elements of business strategy: culture, technology and growth. This link must be established within a theoretical framework of strategic management.

Students are expected to gain in-depth theoretical knowledge of business culture, technology and growth, while remaining within the framework of strategic management at all times. This in-depth study will be the result of reading scientific articles from relevant authors in the field and later summarising the information read.

Students are also expected to explain strategic decisions concerning real-life companies, within the framework of competitive relations, culture, technology and growth.

Training and development: positive effects of training, elements of business training, types of training and training methods. The reward: decisions, internal equality, and non-monetary recognition. The search for welfare. Internal communication.

Business Ethics

4.5 Credits

Years 5 E-2, 6 E-3 First and Second Semesters

Taught in Spanish

The aims of this module are:

1. Framing business ethics within the wider context of Economic Ethics.
2. Expanding the paradigm for cognition of a company in the following three dimensions: time, space and depth.
3. Raising awareness among students concerning the importance of the moral dimension in the running of a company.
4. Describing the specific areas that frequently pose problems from a corporate and business ethical point of view.
5. Understanding how it is possible to raise the ethical tone in organisations by means of various strategies and performances that have previously been successful in other organisations and companies.

A search for refined and clear thinking on the ethical dimension of business in the widest framework of economics and company development, where the moral and professional ethics aspects connect with appeals for Corporate Social Responsibility and Business Citizenship.

Business Ethics

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

Within this module students are expected to develop an ability to identify and sensibly discuss the fundamental matters arising from the moral dimension of company management.

General ethics topics: What is an ethical dilemma? The moral dimension of human existence. The social dimension of morality. Modes of moral reasoning. Moral dialogue. The issue of justice. The case-study method.

Aspects of business ethics: The company in modern society: The stakeholders' perspective. Managerial ethics. The company and its shareholders. The company and its employees. The company and its end users and consumers. Ethical dilemmas surrounding advertising. The company and its competitors. The company and its suppliers. The company and the governments. The company and the environment. CSR and Business Ethics tools.

Business History

4.5 Credits

Year 5 E-2, 6 E-3 Second Semester

Taught in Spanish

The general aim is to analyse structures, strategies and techniques of managerial thinking from the last century, while providing a historical perspective in order to encourage a more mature and complex understanding by students of what the reality of management is in different geographical contexts

Business History

5.0 ECTS Credits

Year 2 E-2, Second Semester

Taught in Spanish

The general aim is to analyse structures, strategies and techniques of managerial thinking from the last century, while providing a historical perspective in order to encourage a more mature and complex understanding by students of what the reality of management is in different geographical contexts. Students will cover the development of Spanish business and diverse sectors in recent years: those large companies that have been part of the Spanish social and economic history and that nowadays continue being major players in the field; the privatisation and internationalisation processes; the dynamic nature of SMEs; new duties and concerns with regards to corporate social responsibility, etc.

Business Negotiations

4.5 Credits

First and Second Semesters

Taught in English

A study and training about what negotiations in global markets are (not only for commercial purposes): including, knowledge, attitudes and techniques necessary to face any negotiation in any countries.

Business Strategy

9.0 Credits

Year 4 E-4 Annual

Taught in Spanish

The aims of this module are as follow: Students are expected to become able to utilise support tools for business management regarding strategic management, understanding the limitations of these tools and learning about the conditions to use them for maximum profit, within a framework of professional and ethical responsibility.

Students are expected to gain in-depth historical and scientific knowledge of the concepts of “business strategy” and “strategic management”, within a framework of professional and ethical responsibility. Students are expected to create a strategic plan: explaining the competitive environment surrounding the company, performing a strategic analysis of the company itself, and designing and selecting the most suitable strategies.

INTRODUCTION TO THE CONCEPT OF BUSINESS STRATEGY: The theoretical basics of strategic management – The concept of strategy – Strategy and business success. DESIGNING A STRATEGY: Sector analysis models – Internal analysis models – Designing a competitive strategy – Corporate strategy; business growth. STRATEGY IMPLEMENTATION AND CONTROL: Strategy control and corporate governance – Organisational basics.

Business types and Strategies

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

The aims of this module are:

1. Communicating to students the fundamental traits of each type of organisation with the purpose of having a global vision of the various management and business strategy systems that are used based on the type of business structure.
2. Encouraging students to increase their interest in the business “profession” (SMEs, franchises, family businesses, etc), at a moment in time when, more than ever before, society demands highly qualified business entrepreneurs that can handle economic crisis periods, which are more prolonged and persistent.
3. Raising awareness among students about the main difficulties that each organisation faces.

Contents: Business types, business organisation trends, small- and medium-sized enterprises (business strategy and culture, organisational structure, advantages and downsides to SMEs), family businesses (relevance, family, ownership and business, differentiating elements, stages in development of the family business, transition, inheritance and continuity). Franchises (development, business model, franchiser and franchise, how to choose a franchise, how to franchise a business, case study), multinational companies (impact on global economy, added value, organisational structures, expansion strategies).

Communication Techniques

4.5 Credits

Years 4 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

The main aim is to provide the students taking this module with the knowledge, instruments, techniques and attitudes in order for them to maximise their capabilities of addressing an audience in various circumstances and influence the future behaviour of the attendees. The students are expected to gain basic knowledge to give a public address suitable for the situation. Enhance their speaking and writing skills and techniques; know and develop their persuasion and argument skills in order to influence behaviour.

Introduction: Internal communication. Speaking skills: Public speaking. Written skills: Report writing. Argument and persuasion skills.

Human Resources

9.0 Credits

Years 4 E-2 or 6 E-3, Annual

Taught in Spanish

The programme for this module is based on the analysis of the roles carried out within the entire Staff/Human Resources Department, regardless of the size of the company or in which the industry it operate. Each topic is explored from the basis of a fundamental assumption: every person within a company's workplace who has an employee under them, must, to a certain degree, perform general human resources managerial and coordination tasks. In addition, the module sets, in each of the topics covered, threefold goals: cognitive or knowledge acquisition (knowledge); attitude (awareness); and operational or specific skills and technique acquisition (know-how)

Human Resources Management

5.0 ECTS Credits

Year 3 E-2 First Semester

Taught in Spanish

The role of Human Resources in the company: perspective and forecast. Strategic HR planning. Workflow management and job analysis, assessment and description. Cultural diversity management. Employment policies (cumulative): recruitment, selection and hiring processes. Staff restructuring processes and employee severance management. Professional and career training and development. Performance management system. Compensation management. Company communication.

Human Resources Management

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

The aims of this module are:

On a cognitive level: Those studying this module are expected to learn about and understand the technical, social and labour, and psychological basics and principles contained within human resources policy and techniques, in order to be applied in future professional work.

On an attitude level: To elicit and promote in those studying the module positive attitudes towards their own development as managers of work humanisation, of the company's social responsibility and maximising the role of the human resources champion as an agent of change.

On a behavioural level: Those studying this module are expected to gain skills to be able to handle each scenario in the most suitable way, thus solving problems affecting the human element within an organisation.

Training and development: positive effects of training, elements of business training, types of training and training methods. The reward: decisions, internal equality, and non-monetary recognition. The search for welfare. Internal communication.

Human Resources Management

4.5 Credits

First Semester

Taught in English

The role of Human Resources in the company: perspective and forecast. Strategic HR planning. Workflow management and job analysis, assessment and description. Cultural diversity management. Employment policies (cumulative): recruitment, selection and hiring processes. Staff restructuring processes and employee severance management. Professional and career training and development. Performance management system. Compensation management. Company communication.

Innovation, Information and Strategy

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

This module covers the main management strategies and technology and information within a company so that students are able to pinpoint the best strategy for each situation in which an innovative company may be involved and perform a thorough analysis of the various management alternatives.

This module complements that on Business Strategy, which is taught simultaneously. It will cover a series of topics related with technology and business management in the new economy that fall outside the basic modules.

Leadership

4.5 Credits

First and Second Semesters

Taught in English

The purpose of this course is to introduce students to the topic of leadership, understanding where is coming from (power and authority) and how is exercised in the XXI Century. The class will be highly practical and participatory; it will include personal test and dynamics and will require a Personal Action Plan for its completion. Some of the topics will be: power, authority, change, meaning and purpose, teams, leadership and results, leading self, branding, networking, etc.

Management Information Systems

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

The main aim is for the students to gain knowledge and develop a practical view on:

- * The issues and challenges associated with management of Information Systems and Information and Communication Technologies for business management.
- * The use of ISs and ICTs to enhance business efficiency and effectiveness, as well as to generate a competitive advantage.
- * The methodology and implications of the strategic analysis processes through ISs and ITCs.
- * The alternatives for the setting-up and implementation of Management Information Systems

Introduction to the concepts on Management Information Systems: Basic concepts and historical trends of Management Information Systems. Management principles by process. 3 IMSs: productivity and competition.

The information management process: Basic flows of management information on key business processes. The setting-up process of business Management Information Systems. IMS and business strategy.

The information management process.

Managerial Skills

4.5 Credits

Years 4 E -2 or 6 E-3 First and Second Semesters; Year 4 E-4 First semester

Taught in Spanish

In this module students are expected to understand managerial skills as an essential part of Management Sciences while showing a proactive and ethical attitude in Administration and Management. Awareness of the students' own strengths and weaknesses as a future manager. Managerial skills and competence training and development.

Effective communication in the business environment. People management. Management decision-making

Masterpieces of Hispanic Literatures

4.5 Credits

First and Second Semesters

Taught in English

Survey course that traces the development of Hispanic Literatures from the Medieval times to the present. Representative works of various genres are examined in their cultural and historical context, with special emphasis placed on contemporary texts. Readings include selections from Epic poetry, Cervantes, the Picaresque, Baroque Comedia, as well as works by Clarín, Unamuno, García Lorca, Borges, Cortázar, Rulfo, Sender, Martín Gaité, Goytisolo, Roberto Bolaño, Enrique Vila Mastas, and others.

Negotiation and Communication Techniques

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

In this module, students are expected to understand communication and negotiation skills as part of management sciences. To encourage a proactive and ethical attitude toward personal communication and negotiation. To train in and develop skills and capabilities for communication and negotiation. Basics on communication, public speaking (verbal and non-verbal communication, time and space and speech structuring), negotiation (styles, negotiation stages and techniques), writing skills (drafting, styles and types of document)

Negotiation Techniques

4.5 Credits

Year 4 E-2 First Semester

Taught in Spanish

In this module, students are expected to do or have achieved the following upon completion of the course:

- To develop a systematic approach to business
- To understand the basics of the negotiation process by considering strengths and weaknesses
- To present the tactical and strategic aspects to be introduced in order to develop strong negotiation skills
- To know the workings of conflict handling

Principles and techniques of persuasive communication. Tactical aspects and Organisation of Business. Negotiation strategy. The negotiation process. Assessing negotiation skills. Negotiation models.

Introduction. How: Phases and Process. Strategy and Tactics. Where and when. Other negotiations.

Operations Management

4.5 Credits

First and Second Semesters

Taught in English

The primary objective of this course is to familiarize the students with the basic concepts, techniques and methods of operations management. It will provide with an understanding of designing, managing and improving operations and the comprehension about the role that it plays in manufacturing and services organizations. By the end of the course, students should have developed the ability to use some analytical tools and conceptual frameworks about operations management and business processes, including project management, service systems design, resource allocation modelling, facility location, scheduling and material requirements planning and other major OM strategies such us: just-in-time production, lean principles, business process reengineering, synchronous manufacturing, and supply chain management.

Operations Management

5.0 ECTS Credits

Year 3 E-2, First and Second Semester

Taught in Spanish

In this module, students will learn the concepts on product and process design, operation planning, organisation of the tasks, tools and mathematical algorithms used in planning and operations scheduling, the analysis, evaluation and management of operation systems quality, measuring operations performance, productivity in the context of such operations, inventory keeping as well as supply and distribution networks.

Organizational Behaviour**5.0 ECTS Credits****Year 2 E-2, Second Semester****Taught in Spanish**

Behavioural Studies applied to business. Determining factors of the efficiency of human behaviour at work (learning, motivation, skills and personality), and successful management (communication and leadership).

Organizational Behaviour**4.5 Credits****First and Second Semesters****Taught in English**

The purpose of this course is to survey a variety of psychological, organizational and management issues and challenges in today's complex business world. The course will emphasize skills to assist students in dealing with personal, interpersonal and organizational management challenges. Students will cover topics such as work motivation, group dynamics, conflict management, human resources practices and leadership from both theoretical and practical perspectives.

Production Logistics**4.5 Credits****Year 4 E-4 First Semester****Taught in Spanish**

The aims of this module are as follow: Communicating the knowledge needed for students to understand logistical tasks performed as part of the supply chain. Evaluating their significance as activities in support of those performed within and outside the productive environment and, although necessary, they often have no added value, which is why they must be performed with a high degree of efficiency. Introducing logistics as a tool needed in order to manage the supply chain. Analysing logistical issues in managing the supply chain and finding a way to tackle them. In addition, students are expected to learn how to design logistical activities with the aim of meeting, to a certain degree, the customer's needs and budget.

This module is divided in three sections. The first one shows the logistical roles and the way they overlap with the rest of the business roles, the evaluation of logistics as a service activity and its concrete link with production and supply. The second one refers to the study of the supply chain and of logistics as playing a vital role in chain management in order to facilitate relations among the agents operating within. The third section refers to the design of logistical activities within the chain.

Spanish Culture and History Through Visual Arts**4.5 Credits****First and Second Semesters****Taught in English**

The course is an exploration of Spanish Culture and History as depicted in different Spanish movies. Representative cinematographic works dealing with different historical epochs will be examined, with special emphasis placed on Spanish contemporary cultural and historical trends. The list of movies will include works (entire movies or selections) by José Luis Sáenz de Heredia, Luis García Berlanga, Víctor Erice, Fernando

Trueba, Pedro Almodóvar, Iciar Bollain, Imanol Uribe, Fernando Colomo, Fernando León de Aranoa, and others.

Special Business Organisations

4.5 Credits

Years 5 E-2 or 6 E-3 Second Semester

Taught in Spanish

The aims of this module are:

1. Communicating to students the fundamental traits of each type of organisation with the purpose of having a global vision of the various management and business strategy systems that are used based on the type of business structure.
2. Encouraging students to increase their interest in the business "profession" (SMEs, franchises, family businesses, etc), at a moment in time when, more than ever before, society demands highly qualified business entrepreneurs that can face up to periods of economic crisis, which are more prolonged and persistent.
3. Raising awareness among students about the main difficulties that each organisation faces.

Aspects of a business in special situations. The size of the company and its adaptation into markets. Advantages and disadvantages of the different sizes. The survival of business types.

Strategic Management and Business Policy

9.0 Credits

Year 4 E-2 Annual

Taught in Spanish

The general aim of this module is for students to develop a wider vision of business management, of the current concepts and tools for creating and implementing business strategies, from a theoretical as well as a practical point of view, and for them to appreciate the value of a strategic, global and integrating perspective of the company and its environment, as a condition necessary for survival.

Students are expected to be trained on the following: Handling concepts and basic processes of a company's Strategic Management; identifying and utilising the support tools for company managers in strategic planning, strategy selection and implementation; understanding the limitations of these tools and learning about the conditions to use them for maximum profit; performing a thorough analysis of the science behind Strategic Management and the various academic and business trends on managerial philosophy.

The programme includes the following sections: The business' Strategic Management process: basics; expectations and goals; strategic study; creating strategies; selection of alternatives and implementation (organisation and control).

DEPARTMENT OF FINANCIAL MANAGEMENT

Accounting for Corporate Groups

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

In this module, the students are expected to learn to handle the different techniques and methods used in actual practice for the consolidation of the different existing balance sheets of a corporate group, the legal framework of corporate groups, all of which will enable them to create the consolidated financial statement in accordance with Spanish legislation and, lastly, the tax effects on consolidated income and financial statements.

Corporate groups in the Spanish Legal System. Corporate groups: Types and degrees of ownership. Consolidation (1): Process and methods. Full Consolidation method: Elimination of investments-equity. FCM: Elimination of inter-group transactions. Consolidated financial statement and tax system for groups. Conversion of financial statement to foreign currency.

Auditing

4.5 Credits

Years 4 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

This module expects the students to gain the knowledge and skills that may enable them to understand how auditing of the Financial Statement, which is compulsory by law, operates and how it is carried out, and also to use the techniques applicable to such auditing.

Similarly, the students will learn to assist auditors by facilitating aspects of their work, thus saving costs to the business itself. Finally, the students will learn about and become acquainted with the most frequently used business auditing and internal monitoring procedures.

Cash Flow Management

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

The purpose of this module is to introduce students to basic financial products and concepts for cash flow management in a company and to enable them, in future, to make financing and investment decisions, identifying the main financial products available on the market and their practical use in the business world.

This module provides students with introductory knowledge of the main financial products from a practical viewpoint and discusses their basic features (returns, liquidity, specific risks) as well as the essential variables to be considered when assessing them. The student will become accustomed to making financial decisions on how to choose specific products for certain business needs. Moreover, in an effort to give students an appropriate degree of knowledge of the products, more in-depth practical and theoretical information is provided on the basic financial concepts related to these products (duration, yield curve, etc.).

Savings channel cycle. Financial instruments: main characteristics and usage. Financial markets: how they operate. Cash flow of economic agents. Risk management.

Corporate Finance**5.0 ECTS Credits****Year 3 E-2, First Semester****Taught in Spanish**

Selection of non-financial investments: incompatible methods. Financial investment valuation: fixed income, equities and derivatives. Debt Policy (financial leveraging and optimal capital structure) and Dividend Policy. Capital cost: minimization and interrelation between investment and financing decisions. Company assessment. Portfolio theory.

Corporate Finance**4.5 Credits****First and Second Semesters****Taught in English**

Selection of non-financial investments: incompatible methods. Financial investment valuation: fixed income, equities and derivatives. Debt Policy (financial leveraging and optimal capital structure) and Dividend Policy. Capital cost: minimization and interrelation between investment and financing decisions. Company assessment. Portfolio theory.

Financial Accounting**5.0 ECTS Credits****Year 2 E-2 First Semester****Taught in Spanish**

Accounting standards for general companies and SMEs. Measurement standards and accounting-related issues on current and non-current asset equity items and short- and long-term liabilities and equity. Financial statement: balance sheet, income statement, annual report and statement of changes in equity.

Financial Analysis**4.5 Credits****Years 4 E-2 or 6 E-3 First and Second Semesters****Taught in Spanish**

The module aims to introduce students to the field of financial analysis by providing a global vision of all the factors affecting it and through a review of the main analysis techniques and specific methods employed by financial analysts to assess the global economic situation of a business. Therefore, the students are expected to know what role a financial analyst plays and what tools and concepts are required in order to perform such analyses.

Concept and purpose of the financial analysis. Top-down analysis. Analysis of financial statements: the balance sheet. Analysis of financial statements: The income statement. Cash-flow study. 6. Estimates and Forecasts. Multiple comparison analysis. Company assessment.

General elements of auditing – Technical auditing standards – Internal monitoring and auditing.

Financial Business Auditing**4.5 Credits****Year 2 CAF¹, Second Semester****Taught in Spanish**

Auditing in Spain; Insurance Company Auditing: legal and accounting framework, supervisory bodies. Auditing of a banking company. Auditing of other companies within the financial sector.

Financial Ethics**4.5 Credits****Year 2 CAF, Second Semester****Taught in Spanish**

This module seeks to equip students with basic Philosophical Ethics concepts, which will later be applied by them to current ethical theory in handling ethical dilemmas by identifying them and using logical thinking on them.

In addition, the students must internalise the ethical principles that financial professionals must follow in their careers

Philosophical Ethics/Business Ethics. Ethical principles applicable to the most usual dilemmas in the world of finance professionals and the insurance field. Code of Practice: codes issued by current regulators and those issued by the financial professionals themselves.

Financial Management**9.0 Credits****Year 4 E-2 Annual****Taught in Spanish**

The aim of this module is to train in the most appropriate way possible those students wishing to work in the financial field or in finance departments of companies within other sectors. This is a core module of the specialisation course within the financial study plan and for students to further their knowledge on related professional modules. Those who do not wish to specialise in finance must complete this level.

Business investment. Assessment of shares and bonds. Capital costs. Company assessment. Portfolio theory. Financial Leverage. Dividend policy. Management of current assets. Ratio analysis. Mergers and acquisitions.

Financial Management**6.0 Credits****Year 1 CAF, Second Semester****Taught in Spanish**

The aim of this module is for students to develop a strong foundation on the theory and practice of financial investment (fixed-rate securities and equities), with a special focus on the different methods of business assessment, portfolio theory and management, as well as hedging and risk management through derivatives.

¹ Financial and Actuarial Sciences

In the first section of the module, the students must become acquainted with the environment in which finance managers act. In the second section, financial investment will be covered so that the students can learn to assess both fixed-rate securities and equities, which are the main two means of financing a company. These determine the capital cost of the company, which is a basic element for the students to learn so that they can choose productive investments, which shall be the following task for the students. Next, the students must be able to assess companies through the two main assessment methods: Cash flow discount rates and exit multiples. The final part of the module will train students, having studied account management, so that these can gain the necessary skills to determine each time what hedging instrument (future contracts, forward contracts, calls and put options) will be the most appropriate to use.

Financial Markets

5.0 ECTS Credits

Year 3 E-2 Second Semester

Taught in Spanish

The Financial System. The financial flows of the economic system. The Bank of Spain and the single monetary policy. Money markets: interbank market and foreign exchange market. Hedging instruments. Credit activities: active and passive transactions. Credit entities and brokers. Securities market: entities, negotiable securities, Public Debt market, stock market transactions, collective investment, risk capital and securitisation. Derivatives markets.

Financial Markets

9.0 Credits

Years 5 E-2 or 6 E-3, Annual

Taught in Spanish

The aim of this module is to teach students about how financial markets operate and their current status.

Students acquire the knowledge needed on the structure and organisation of financial markets from an agent's perspective, the markets they are involved in and the products traded therein.

Students also gain a perspective of the situation of the markets today and from a long-term viewpoint, enabling them to acquire a realistic view of the overall situation.

Financial Markets

4.5 Credits

First and Second Semesters

Taught in English

Content: Spanish financial system. Financial flows in the economic system. The Bank of Spain (Central bank). Single Monetary Policy. Interbank Markets. Credit activity. Credit institutions and intermediaries. Stock market. Public debt market. Organisation and functioning of Stock Market. An approach to stock market valuation. Other institution related to the Stock Market. Futures and options market.

General and Analytical Accounting

9.0 Credits

Years 5 E-2 or 6 E-3, Annual

Taught in Spanish

The main aim of this module is for students to review the entire contents of the course so far in a consistent manner the finance-accounting field. Therefore, it is necessary to revise and update all the knowledge gained as well as complementing it with new techniques, mainly relating to forecasting (budget).

Introduction to the new accounting standards. Basics on general and analytical accounting (management accounting). Planning and control systems. Planning and control instruments. Outline and contents of the comprehensive budget. Controlling income sources. Controlling the main costing sources. Controlling tax issues. Cash flow control and budgeting.

International Finance

9.0 Credits

Year 4 E4 Annual

Taught in Spanish

The main aim is for students to have an understanding of the main global financial transactions performed by companies and public companies on a regular basis in stock markets both in debt and assets markets. Students are also expected to have command of the information resources available in terms of financing (press, databases, websites, private and public companies, etc).

Students are also expected to understand international financing within the financing field. State and public service international financing. International business financing. Equities. Loans. Debentures and Bonds. Other hybrid Products. Other modes of financing.

Introduction to Corporate Finance

5.0 ECTS Credits

Year 2 E-2, Second Semester

Taught in Spanish

Corporate financial management. Objective of Financial Management. The working environment of the CFO. Productive investment selection models. Capital costs: concept. Financial statement assessment through the use of ratios. Analysis of balance sheets, income statements, cash flow statements, statements of changes in equity and annual reports. Corporate merges and acquisitions.

Introduction to Corporate Finance

4.5 Credits

First and Second Semesters

Taught in English

Corporate financial management. Objective of Financial Management. The working environment of the CFO. Productive investment selection models. Capital costs: concept. Financial statement assessment through the use of ratios. Analysis of balance sheets, income statements, cash flow statements, statements of changes in equity and annual reports. Corporate merges and acquisitions.

Investing and Portfolio Management**4.5 Credits****Year 4 E-4 First Semester****Taught in Spanish**

The aim of this module is for students to acquire the knowledge needed to manage portfolios, in addition to understanding the role of the portfolio advisor and manager and working with the available management tools and techniques.

The diverse investment policies and philosophies are discussed regarding private and institutional investors, and the asset allocation process is studied. The development of modern portfolio theory, up to the CAPM and the APT is studied. Fixed-rate securities and equities. The practice of portfolio management and different management strategies available are studied: active, passive, comprehensive, immunization, combined strategies, and so on. Equities, fixed-rate securities and derivative portfolios are included. Analysis is made of the measurements used to assess portfolio yields and performance (indexes and benchmarks), a portfolio manager's tasks and fees. Management case study.

Management Accounting**5.0 ECTS Credits****Year 3 E-2, Second Semester****Taught in Spanish**

Determining internal costs and income for value chain analysis. Analytical operating income. Cost allocation models: Full Costing, Rational Allocation, Direct Costing, ABC, Cost Per Order. Decision-making in management: Cost-Volume-Profit analysis.

Management Control**4.5 Credits****Year 4 E-4 Second Semester****Taught in Spanish**

The main aim of this module is for students to review the entire contents throughout the course so far in a consistent manner the finance-accounting field. Therefore, it is necessary to revise and update all the knowledge gained as well as complementing it with new techniques, mainly relating to forecasting (budget).

Introduction to management accounting. Basics of management accounting. Planning and control systems. Planning and control instruments. Budget control. Outline and contents of the comprehensive budget. Controlling income sources. Controlling the main costing sources. Controlling tax issues. Cash flow control and budgeting.

Management of Financial Companies.**6.0 Credits****Year 1 CAF, Second Semester****Taught in Spanish**

The aim of this module is to enable students to analyse the management principles of insurance companies and how they affect accounting issues. To this end, insurance

companies are placed in the financial sector, and the diverse transactions involved in this business are studied from a financial perspective, focusing especially on managerial, accounting, economic and solvency issues.

Finance and Insurance Markets. Equity assessment of insurance companies. Risk assessment. Management Control. Assessment of finance and insurance companies.

Mergers and Acquisitions

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

Students are expected to: Understand the basic rationale behind business consolidation transactions, the reasons behind them and factors for potential failure. Identify the processes and ways of carrying out these transactions and analyse these transactions from a financial point of view.

Business consolidation transactions, the best examples of which are Mergers and Acquisitions (M&A), are inherent of the behaviour and trends of companies in a free market economy. The subject of M&A is multidisciplinary in essence and it requires legal, tax, accounting, stock market, competition and other considerations to be made. This module focuses on the more strategic and financial side of this type of transaction.

Mergers and Acquisitions

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

The main aim of this module is to provide a detailed and critical analysis of the different methods used when assessing a company, both from a theoretical and practical point of view. The secondary aim is for students to become familiar with decision-making processes in mergers and acquisitions of companies. To train students so that they can analyse the financial and legal aspects of said transactions.

Capital costs. Business assessment models. Introduction to mergers and acquisitions: General vision. The Spanish regime. Financial aspects Special part.

Microcredits

5.0 ECTS Credits

Year 2 E-2, Second Semester

Taught in Spanish

Microcredits: characteristics, evolution, development and current status worldwide and in Spain. Types of microfinancing institutions and the main methods used in granting microcredits. Microcredits as funding instruments for development. Analysis of the scope and economic or social impact of the use of microcredits among the most underprivileged sectors of society in developing and industrialised countries.

Options and Futures

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

Students will attain an understanding of the operation and assessment of derivative financial instruments that enable us to manage and hedge floating, fixed-rate and currency risks. The instruments dealt with are futures, options and swaps.

This module entails an in-depth analysis of derivative financial instruments that enable us to manage and hedge floating, fixed-rate and currency risks.

First, the instruments and the markets on which they are traded are described, later progressing to discuss the field of derivative assessment and use. The instruments dealt with are futures, options and swaps. We will focus firstly on understanding how they work, and then we shall see how they are assessed. Each instrument shall be reviewed for its performance potential, its risk profile and its suitability when applied to portfolio hedging or when seeking additional returns.

Portfolio Management

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semesters

Taught in Spanish

In this module, different financial assets are covered, which are used for creating and building portfolios and their risk-returns profiles. Also covered are customer investment policy and asset allocation to each investment profile.

Modern Portfolio Management Theory. Review of the works by Markowitz and Sharpe, the CAPM and APT. Investment Policy or Philosophy. Goals and limitations for investors. The asset allocation process. Concept, implementation and management of asset allocation. Management case study. Equities portfolio management. Active and passive management, and combined strategies. Free or alternative investment. Measuring portfolio yield: portfolio manager assessment. International portfolio management and other investments. Currency effect. Fixed-rate portfolio management. Active, passive and immunized management. Derivatives and their use in portfolio management. Financial futures. Financial options. Value at Risk calculation of a portfolio (VaR).

Tax Accounting

4.5 Credits

Years 5 E-2 or 6 E-3 First and Second Semester

Year 4 E-4 Second Semester

Taught in Spanish

In this module the students will gain in-depth knowledge of the practical aspects of the legal framework of the main taxes affecting the business, as a step towards gaining accounting knowledge and solving of problems arising from the enforcement of said tax regulations. The convergence of accounting and tax knowledge provided within this module will show the students how to handle, from an economic point of view, the management of taxes in the business.

Accounting-related issues associated with corporate tax: General regime. Accounting-related issues associated with corporate tax: Special regimes. Accounting-related issues associated with laws on the standardisation and adjustment of balance sheets.

Accounting-related issues associated with value added tax (VAT) and property transfer tax (CTT).

MARKETING DEPARTMENT

Commercial Distribution

12.0 Credits

Year 2 ITM², Annual

Taught in Spanish

Firstly, the module aims to familiarise students with the main aspects of the commercial distribution business. The programme is based on two main blocks. The first takes an in-depth look at the concepts and foundations of commercial distribution and the most relevant agents involved in the field, and also analyses the general trends in commercial distribution. The second block discusses the strategies that can be devised using distribution as a marketing variable, both from a manufacturer's and a distributor's point of view.

Secondly, students must develop a series of skills needed in the course of this profession, such as the capacity to search for information and self-teaching, analysis, synthesis and communication capabilities, as well as teamwork, leadership, critical thinking and creativity skills.

The commercial distribution system. Commercial channels. Wholesale trade. Retail trade. Relevant retail trade formats. Distribution and sale without a venue. Distribution trends. Design and selection of distribution channels. Distribution channel integration. Managing relations between production and commercial distribution. Point of sale location and sizing. Merchandising. The physical distribution system. General strategies for retailers.

Consumer Analysis

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

The contents are based on four major modules. The first block deals with the relationship existing between consumers and consumer society, focusing on the purchase decision process in particular. The second block analyses the psychological aspects of consumer behaviour. The third block discusses the consumer's relationship to the group and the influence that the latter has on purchasing behaviour. Finally, the fourth block explores the numerous variables in the consumer's social environment and how these variables influence the way people living in such environments behave.

Consumer Behaviour

4.5 Credits

Second Semester

Taught in English

Relationship between consumers and the consumer society. Individual purchase decision process (high and low involvement). Psychological aspects of consumer behaviour: perception, needs, motivation, memory, learning, values and lifestyles. Sociological aspects of consumer behaviour: affinity and reference groups. Variables of the consumer's social environment and their influence on consumer methods and habits.

² Marketing Techniques and Research

Consumers and Consumer Environments

4.5 Credits

Years 4 E-2 or 6 E-3 First Semester

Taught in Spanish

Within the commercial study plan, this module provides the basic concepts related to the purchase decision-making process, with particular emphasis on the main internal, or psychological, and external, or sociological, variables involved in consumer behaviour and the way that the environment affects the purchase decision. The modules also reflect on consumer society and trends for the future. The goal is to enable students to solve marketing problems related to consumer purchasing behaviour.

The contents are based on four major modules. The first deals with the relationship existing between consumers and consumer society, focusing on the purchase decision process in particular. The second block analyses the psychological aspects of consumer behaviour. The third block discusses the consumer's relationship to the group and the influence that the latter has on purchasing behaviour. Finally, the fourth block explores the numerous variables in the consumer's social environment and how these variables influence the way people living in such environments behave.

Distribution Management

4.5 Credits

Years 5 E-2, 6 E-3 First Semester

Taught in Spanish

In this module, students are expected to learn about the main features of the commercial distribution business and to understand specific strategies that can be used with the distribution variable as a marketing variable. In addition, students must also develop a series of skills needed in the course of this profession, such as the capacity to search for information and self-teaching, analysis, synthesis and communication capabilities, as well as teamwork, leadership, critical thinking and creativity skills.

Programme: Basics. The commercial distribution system. Commercial channels. Wholesale trade. Retail trade. Distribution channel integration. Strategies. Distribution strategies.

Distribution Management

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

This module provides students with knowledge about the main aspects of the commercial distribution system, the specific characteristics of different types of distribution channels, different retail and wholesale distribution systems, types of commercial channel integration means and distribution strategies that can be used in decision-making.

Students are expected to develop and foster certain general abilities through a series of skills that they will need in their future profession, such as the capability to find and manage information, analysis and synthesis skills, oral and written expression, the ability to listen, debate and discuss, teamwork skills, critical thinking and self-critique and an interest in learning itself.

The commercial distribution system. Commercial channels. Wholesale trade. Retail trade. Distribution channel integration. Distribution strategies.

Industrial Marketing

4.5 Credits

Year 4 E-4, Second Semester and Year 2 ITM First Semester

Taught in Spanish

Industrial Marketing involves marketing goods and services to industrial clients and companies: manufacturing and service companies, public agencies and other organisations. Therefore, the goal is to adapt and apply marketing to this type of clients.

Introduction to differentiating features of industrial marketing. Assessment of industrial clients, purchasing behaviour and developing buyer-seller relations. Studying strategic alliances with industrial clients and distributors. Developing negotiation skills and commercial techniques in client relations.

International Marketing

4.5 Credits

First and Second Semesters

Taught in English

The purpose of this course is to provide students with an understanding of Marketing in an International context. The course aims at the identification and analysis of the differences between both local and international environments and its implications in the Marketing strategy. The objectives of the course are related to the following competencies: (1) Understand the problems and opportunities associated with doing Marketing across country and cultural boundaries (2) Present the differences and peculiarities of the Marketing for an international company (3) Development of appropriate academic and critical thinking skills by working on practical cases of Spanish, European and other International companies. The contents of the course are (1) Introduction to International Marketing (2) The International Environment (3) International Marketing Research and Ways to Entry (4) The International Marketing Mix Strategy (5) Implementation of International Marketing

International Marketing

7.5 Credits

Year 2 ITM First Semester

Taught in Spanish

This module is intended to familiarise students with the needs of customers in foreign markets in order to meet such needs in better ways than the competition, by coordinating numerous marketing activities in a global setting. It provides the fundamentals of international marketing, basic principles upon which decisions and strategies are based in order to reach marketing goals abroad.

To this end, the main techniques and procedures currently used in foreign trade are developed and must be mastered in order to become successful in the international market.

Fundamentals and unique features of international marketing. Internationalisation strategies. Researching, selecting and ways of entering foreign markets. Decision-making regarding marketing variables in an international context. Implementing an international marketing plan. Foreign trade techniques and international logistics.

International Marketing Strategies and Techniques**4.5 Credits****Years 5 E-2 or 6 E-3 Second Semester****Taught in Spanish**

This module is intended to familiarise students with the needs of customers of foreign markets in order to meet such needs in better ways than the competition, by coordinating numerous marketing activities in a global setting.

It also provides the fundamentals of international marketing and the basic principles upon which decisions and strategies are based in order to reach marketing goals abroad. To this end, the main techniques and procedures currently used in foreign trade are developed and must be mastered in order to become successful in the international market.

International marketing: The process of internationalisation of a company. Basic transactions in foreign trade: international purchases and sales, and international regulations and standards. Analysis of international and internal environments. Ways of entering foreign markets. The international marketing mix: product planning. The international marketing mix: price planning. The international marketing mix: promotional planning. The international marketing mix: distribution planning. The international marketing plan: implementation and monitoring.

Marketing Communications Structures**4.5 Credits****Years 5 E-2 or 6 E-3 Second Semester****Taught in Spanish**

This module offers ADE (Business Administration and Management) students an introduction to business communication. In this module students learn about the different communication tools and how they are applied in business; specifically, this refers to advertising in conventional and non-conventional media, public relations and sales promotion. The ultimate goal is for students to be able to devise a comprehensive communication plan for a company that responds to the issues presented by the client in the brief.

The module is divided into four main sections: introduction, advertising, public relations and sales promotion. The introductory section discusses the different levels of business communication (corporate, brand and internal communications) and the theoretical foundations of business communication: the persuasion theory and the theory on the effects of the mass media. The advertising block includes the relationship between agencies and clients, managing advertising in the mass media, direct advertising and interactive advertising formats. The public relations section analyses the tools for communication with the press, society in general and the other key stakeholders in the company. Finally, the sales promotion block offers a review of the different promotional techniques and the framework regulating them.

Marketing Communications Structures**4.5 Credits****Year 4 E-4 First Semester****Taught in Spanish**

This module provides information about the main aspects of marketing communications: basic theoretical concepts, marketing communications tools and

techniques, specific features of three of the main tools: (advertising, sales promotion and public relations), basic elements for planning a campaign with the three main marketing communications tools, advertising design, planning for advertising media, market research on advertising, on the main sales promotion techniques and public relations techniques.

With regard to general skills, students are expected to develop and foster a series of skills that they will need in their future profession, such as the capability to find and manage information, analysis and synthesis skills, planning and organisation, creativity and initiative, oral and written expression, the ability to listen, debate and discuss, teamwork skills, critical thinking and self-critique, and ethical commitment.

By knowing the current theoretical foundations upon which marketing communication is based, students will gain sufficient resources to carry out internships, group work and case studies that will enable them, in turn, to practice decision-making in marketing communications through simulations of business scenarios.

Marketing Forecasting and Monitoring

6.0 Credits

Year 2 ITM, Second Semester

Taught in Spanish

This module familiarises students with the main marketing forecasting and monitoring techniques, providing them with experience in using the most commonly used forecasting and monitoring tools.

Formal commercial forecasting and monitoring processes. Types, selection and application of commercial forecasting techniques. Market share outlook. Quantitative monitoring: margins, sales, prices and costs. Qualitative monitoring.

Marketing Information Systems

4.5 Credits

Years 4 E-2, 6 E-3 First Semester

Taught in Spanish

In this module, students must gain theoretical knowledge and practical training on the most widely-used marketing research techniques, intelligence systems and marketing monitoring in today's marketing field, as well as knowing and understanding market performance and the main market players.

General overview of marketing information systems. Designing, implementing and monitoring a marketing research project. Qualitative techniques. Quantitative techniques. Quantitative technique performance stages. Panels. New technologies in Marketing Information Systems

Marketing Management

9.0 Credits

Year 5 E-2, 6 E-3, Annual

Taught in Spanish

By the end of this module, students must know and understand the basic concepts and tools used in strategic marketing management, use and interpret instrumental analysis and decision-making techniques in marketing and be able to devise and implement a strategic marketing plan.

They must also have mastered certain skills: analysis and synthesis, problem-solving and decision-making, information management, research skills, the ability to work as a team, ethical commitments.

The module covers diverse marketing tasks: marketing research, marketing planning from a strategic and an operational perspective, organisation and marketing monitoring. The aim is to study the marketing management process from start to finish.

Marketing Management

4.5 Credits

First and Second Semesters

Taught in English

The objectives of this course are: 1. To provide an introduction to the concepts, analyses and activities that comprise marketing management. 2. To develop an understanding of the role and practice of marketing as a management function and organisational philosophy. 3. To provide practice in assessing and solving marketing problems. 4. To lay the foundations for students wishing to take more specialised courses in marketing.

The course will contain a range of lectures, in-class assignments and case studies and exercises for the following topics: Introduction to Marketing. Strategic marketing planning. Environment. Consumer Buyer Behaviour. Market Segmentation & Positioning. Product Policy. Price Strategy. Distribution Strategy. Promotion and Advertising.

Market Research

4.0 ECTS Credits

Year 2 E-2 First Semester

Taught in Spanish

General overview of market research. Designing, implementing and presenting a marketing research project. Qualitative market research techniques. Quantitative market research techniques: types of surveys. Quantitative technique performance stages. Panels. New technologies in Marketing Information Systems.

Marketing Research

4.5 Credits

First Semester

Taught in English

The course is a theoretical pass through the whole process of marketing/commercial research. It is focussed in the practical application and real situations.

The course offers the vision of the design and development of research, and how it contributes to the marketing responsible decision taking.

Product Management

4.5 Credits

Year 4 E-4 Second Semester

Taught in Spanish

There are two main objectives sought in this module: First, to offer a comprehensive study of product variables, attributes and evolution. Secondly, to analyse the differing decisions that the product manager can make based on the product variable, either from an individual perspective or as part of the company's catalogue.

The product variable is the central feature in a company's marketing activities, given that it forms the basis of the Marketing Plan.

Introduction. Product attributes. Brand. Positioning. Product life-cycle management. Product portfolio management. Product income statement. Product-related decisions. New product development and launch.

Product Policy

6.0 Credits

Year 2 ITM, Second Semester

Taught in Spanish

The aims of this module are: Analysing the role of the product manager, analysing the kinds of decisions that product managers may make regarding the product variable, from both an individual perspective and as part of the company's catalogue, knowing how to interpret an income statement and making decisions based on this information, and understanding the process of launching new products.

Through a group case study and individual case studies and readings, a closer look is taken at the product manager's role and concepts relating to product attributes, brand, positioning, product life cycle, the BCG matrix, pricing, income statements, diverse product policies and new product launches.

Services Marketing

4.5 Credits

Year 4 E-4 First Semester

Taught in Spanish

The aim of this module is to teach students the following knowledge or specific skills:

- Understanding the importance of the service sector in developed economies.
- Understanding the concept and classification of services, as well as the characteristics that differentiate them from goods.
- Understanding the importance of the customer in service organisations.
- Developing the ability to devise a marketing plan for a service organisation.
- Developing the ability to make decisions about product, price, distribution and promotion strategies in service organisations.
- Developing the ability to make decisions about specific service marketing strategies.

BASICS. Characteristics of service management. Service concepts and classification. The importance of customers in service organisations. STRATEGIES. The marketing plan in service organisations. Marketing strategies/mix in service organisations. Service marketing strategies.

Services Marketing

4.5 Credits

Years 5 E-2, 6 E-3 or 2 ITM, Second Semester

Taught in Spanish

This module aims to familiarise students with the service-related field of business, teaching them to make decisions about marketing mix elements in companies and enabling them to recognise the basic features of strategic service marketing. :

Introduction. Nature and development of services. Service company marketing. Service design and provision. Service pricing. Service distribution. Communication in services.

Service value and quality and consumer satisfaction. Strategic aspects of service marketing. Service marketing in specific fields.

Social Marketing

4.5 Credits

Year 2 ITM, Second Semester

Taught in Spanish

This module aims to provide students with knowledge and experience through highly practical exposure to the basic aspects of marketing in the Third Sector - Solidarity – and its relationship to the business world. They must identify, analyse and use the essential tools for successfully developing a social marketing plan, be familiar with corporate social marketing theories and practices and the issues that make it a part of a company's social actions and CSR (Corporate Social Responsibility) and develop a critical ability to use social marketing and corporate social marketing. They must also understand the ethical implications involved in the practice of this type of marketing, and students may also come into contact with the field of political marketing and, more specifically, with electoral marketing techniques used in the latest elections in Spain and abroad.

Social demands versus individual demands. Target audience. Corporate social marketing. Protection of the environment. Fair pricing. Marketing for foundations, non-profit organisations and non-governmental organisations (NGOs).

DEPARTMENT OF QUANTITATIVE METHODS

Actuarial Mathematics I

6.0 Credits

Year 1 CAF, Second Semester

Taught in Spanish

This module offers students a basic understanding of the mathematics involved in life insurance transactions. This is a highly relevant issue in Spain at present, particularly in light of the expected developments in today's social benefits systems. Theory-based and practical aspects of applications to life insurance.

The contents of this field include actuarial assessments of income and individual or joint insurance policies, general theory on premiums (of all types), an analysis of mathematical reserves and study of guaranteed securities. Finally, theoretical and practical aspects of these transactions and how they are applied to life insurance shall be subject to dynamic analysis.

Actuarial Mathematics II

12.0 Credits

Year 2 CAF, Annual

Taught in Spanish

There are two aims of this module: Firstly, to further analyse actuarial models in life insurance and forecasting and Social Security. Secondly, to develop mathematical theories on general insurance, which is any kind of insurance other than life insurance. With this focus, the course begins by establishing the differences in mathematical modelling between general insurance and life insurance, and defining the main risk factors for each one.

The primary profit-sharing systems in life insurance are described and analysed, the mathematical theory of variation, the financial and actuarial systems for group and corporate insurance, and the mathematics of pension plans and funds are studied. Finally, the stochastic approach to life insurance and pension transactions is covered, introducing the element of the Insurer's solvency (reinsurance, technical surcharges, solvency reserves).

The risk process in general and the basic risk probability distribution options are analysed: Distribution of the number of claims, distribution of claims cost and distribution of total losses. Prior and subsequent premium rating processes and the composition of commercial premiums are analysed. Reinsurance and static and dynamic solvency in insurance companies are covered, making special reference to calculations using global forecasting methods for pending benefits. The module ends with a study of the methodology used in preparing the technical basis for general insurance policies.

Actuarial Statistics I

12.0 Credits

Year 1 CAF, Annual

Taught in Spanish

The aim of this module is for students to become knowledgeable and deal with aspects regarding actuarial phenomena associated with life insurance and general types of insurance. In addition, the different types of statistical modelling applicable to the study of such phenomena are analysed.

Introduction to biometrics. The survival theory. Biometric structures. Biometric functions. Creation of mortality charts. Joint life survival. Special groups. Dynamic mortality studies. Introduction to statistical modelling. Probability distribution: models relating to the distribution of the number of claims. Models relating to the distribution of the total sum of each claim. Adjusted distribution. Bayesian inferences. Nonparametric methods. Sampling in finite populations. Measuring associations between two variables. Regression analysis. Linear regression model with "N" variables. Correlation analysis Non-fulfilment of hypotheses. Stochastic processes: general topics. Seasonal processes. Markovian processes. Life and death processes. The problem of preference. Usefulness in risk environments. The decision-maker's attitudes toward risk. Useful models. Decision-making in risk environments. Decision-making in risk environments (with experimentation).

Actuarial Statistics II

6.0 Credits

Year 2 CAF First Semester

Taught in Spanish

The aim of this module is to study statistical methods for analysing the factors involved in determining different risks from different perspectives.

Introduction to multivariate statistical analysis. Dependence and interdependence methods.

Applied Computing I

12.0 Credits

Year 1 CAF, Annual

Taught in Spanish

The aim of this module is, primarily, to provide students with the basic practical knowledge required to use IT tools correctly, in addition to providing theory-based information on the subject.

The module fosters the development and understanding of financial and actuarial issues that are similar to those commonly faced by actuaries in the insurance and financial fields. The course contents are highly practical in nature. Each topic includes a theoretical introduction, which shall be the basis for accurately applying it in practice. The IT tools used are MS-Excel spreadsheets, VBA programming language and the Maple calculation application.

Applied Computing II

6.0 Credits

Year 2 CAF, First Semester

Taught in Spanish

The aim of this module is to provide students with advanced theoretical and practical knowledge of IT tools.

Maple V application. Problem-solving. Databases. New technologies. Course summary.

Decision-Making Methods**6.0 Credits****Years 4 E-2 or 6 E-3, First and Second Semesters****Taught in Spanish**

This module sets out to establish the rational foundations and quantitative instruments used in economic and business-related decision-making under conditions of certainty, risk and uncertainty, taking one or more types of criteria into consideration.

Introduction. Static decisions with single or multiple objective certainty. Decisions in uncertain conditions. Decisions with single and multiple risk criteria. Decisions with additional random information: Bayesian methodology. Utility theory. Conflicting decisions: Game theory. Sequential decisions: Dynamic programming.

Econometrics**5.0 ECTS Credits****Year 3 E-2 Second Semester****Taught in Spanish**

Econometric models of causality: multiple linear regression models. The model's underlying hypotheses. Consequences of such hypotheses not being met.

Econometrics**9.0 Credits****Years 4 E-2 or 6 E-3, Annual****Taught in Spanish**

By the end of this module, students are expected to have a firm grasp on the tools required to create econometric models based on real data. They must know the techniques that enable them to create performance forecasts in the Economics and Business fields. They must know how to empirically verify scientific hypotheses in the field of economic science and business. They must also be able to design, prepare, draft and present an empirical research project.

The multiple regression model. Basic hypotheses, estimates and verification. Multicollinearity. Non-scalar covariance matrix. Heteroscedasticity. Autocorrelation. Limited dependent variable models. ARIMA models. Stochastic processes and time series. Specification, estimation, validation and prediction with ARIMA models.

Financial Mathematics**5.0 ECTS Credits****Year 2 E-2 First Semester****Taught in Spanish**

Capital and financial transactions. Financial equivalence and law. Balances as a measure of profitability or cost. Applications in long- and short-term financial transactions. Basics of market assessment.

Financial Mathematics I

12.0 Credits

Year 1 CAF, Annual

Taught in Spanish

The aim of the module is to provide students with knowledge about the basic mathematical models for financial transactions. These models will enable students to:

- analyse theoretical and practical transactions made in the Spanish financial system (current accounts, banking discounts, loans, etc.).
- calculate the returns or cost of each transaction analysed, in order to compare investment or financing alternatives.

Capital and finance law concepts. General overview of financial transactions: balances and cash flows. Assessment of profits in compound capitalization. Application in short-term transactions (current accounts, commercial paper discounts, treasury bills) and long-term transactions (loans, debt securities, debentures and treasury notes).

Financial Mathematics II

6.0 Credits

Year 2 CAF, First Semester

Taught in Spanish

This module aims to provide students with knowledge of financial mathematics that will enable them to:

- Mathematically express and assess the different types of transactions that are commonly defined on financial markets, and specifically on the Spanish financial market.
- Comprehend the foundations of investment decision-making.

Classical models for a selected portfolio period. CAPM and APT. Interest rate risk. Interest rate timing structure. Fixed-rate portfolio management. Duration, convexity and financial immunization. Basic models and concepts in assessing financial futures and options. Investment assessment criteria.

Insurance Theory

4.5 Credits

Year 1 CAF, First Semester

Taught in Spanish

This module shows students the principles and foundations needed to make sense of the insurance business, from the legal framework to company organisation. They are instructed on the basics of contracts, products, distribution and market, quality and management, and so on.

The new economic order. Risk. Population. The insurance company. Legal framework of action. The insurance contract. Solvency. Reinsurance. Income statements. Types of insurance. The market. Social balance in Spanish insurance. Applied theory.

Mathematical Models for Business Decision-Making**5.0 ECTS Credits****Year 3 E-2 First Semester****Taught in Spanish**

Identification and description of the elements involved in a decision-making problem. Mathematical and statistical methods necessary when faced with either a single criterion or various criteria for decision-making and depending on the different decision-making environments (certainty, risk and uncertainty).

Mathematical Theory Population and Demographics**4.5 Credits****Year 1 CAF, First Semester****Taught in Spanish**

In this module, students are expected to master essential techniques that will enable them to handle demographic data.

The main demographic criteria that affect the size and composition of a population are analysed, such as fertility, migration and mortality, with special emphasis on the latter, due to its relevance for life insurance. Deterministic mathematical models of the evolution of a population are studied.

Maths Applied to Financial Instruments**5.0 ECTS Credits****Year 3 E-2 Second Semester****Taught in Spanish**

Mathematical representation of financial assets. Basic principles of financial assessment models. Application to fixed income assets and derivatives.

Pension Plans and Funds**4.5 Credits****Year 2 CAF, Second Semester****Taught in Spanish**

In this module, students are expected to acquire a general overview of how pension plans and funds operate, their implications and evolution, and analysis thereof as an item in remuneration.

Section on regulations: Origin and evolution of pension plans and funds. Pension plans and funds as an item in remuneration. General description of the pension plan and fund system. Pension plans. Pension funds. Fund management and custodian companies. Externalisation. Accounting and taxation issues. Experiences in other countries.

Practice Section: Calculating Social Security benefits. Actuarial systems for pension funds. Defined contributions. Defined benefits. Retirement benefits. Investment policies.

Role play: Students take on different roles to recreate all the steps needed to establish and maintain a corporate benefits programme in a company, based on a pension plan: collective bargaining, establishment, monitoring, evolution and eventual payment of benefits.

Risk Management

4.5 Credits

Year 2 CAF, Second Semester

Taught in Spanish

This module aims to train students with an educational background enabling them to hold managerial positions in companies to understand and manage risk. An awareness of risk prevention, protection and control will help them perform their managerial duties and help those lacking in such training understand the effects of physical damage on the company's income statement.

Safety. Concept and types of risk. Potential risk and risk assessment. Prevention and protection. Managing risks. Insurance in managing risks.

Social Security Economics and Techniques

6.0 Credits

Year 2 CAF, Second Semester

Taught in Spanish

The aim of the module is to familiarise students with the Social Security System in Spain, based on both theory and practice, and to understand the relationship between this system and the socio-economic setting in which it exists.

The theoretical foundations of public social benefits systems are explained, and specifically the Social Security System in Spain and how it developed in order to understand its current configuration. Its legal framework is described, with regard to both the protection offered by the system (benefits) and the way it is supported economically (contributions). Finally, the way the system works in practice, calculation, planning and control techniques and the system's effect on the socio-economic system are discussed.

Statistics I

5.0 ECTS Credits

Year 2 E-2 First Semester

Taught in Spanish

Handling, summarising and analysing information: Descriptive statistics. Probability theory. Handling random phenomena. Mathematical modelling instruments. Probability distribution models.

Statistics II

5.0 ECTS Credits

Year 2 E-2, Second Semester

Taught in Spanish

Statistical inference. Estimation methods and hypothesis testing.

DEPARTMENT OF ECONOMIC AND SOCIAL LAW

Banking and Stock Market Law

4.5 Credits

Year 2 CAF First Semester

Taught in Spanish

The aim of the module is to familiarise students with the Spanish financial system. Introduction to the legal system for securities and credit markets.

Regulating the securities market and banking market. Banking contracts. Stock market contracts.

Business taxation

5.0 ECTS Credits

Year 3 E-2 Second Semester

Taught in Spanish

Concept of the businessperson in Spanish tax legislation. Taxation for business. Corporate Tax. Value Added Tax. Business taxation through other indirect taxes.

Commercial Law

5.0 ECTS Credits

Year 3 E-2 First Semester

Taught in Spanish

Corporate law: types of companies and overall characteristics of the different models of trading companies. Description and operation of capital trading companies: establishment, company bodies, company administrator's responsibilities, bylaws modifications, closure, mergers and spin-offs.

Bankruptcy law: legitimacy of the creditors' meeting, objective and subjective premises, precautionary measures and proceedings, insolvency administrators and their role, bankruptcy estate assets and liabilities, credit classification, settlement and liquidation, bankruptcy ruling and net liabilities.

Corporate Legal Framework

6.0 ECTS Credits

Year 2 E-2 First Semester

Taught in Spanish

Private legal regulations, formal and material sources. The individual in light of the law and types of individuals. Proprietary rights: real property rights and obligations. Non-fulfilment of obligations and inferred liability. The concept of company and entrepreneur. The entrepreneur's legal status. Organisation, defence and protection of market competition. Company identifying signs and protecting them. Introduction to the study of Tax Law: Taxes. Taxation principles. Taxation system structure. The legal-taxation relationship. Basic elements of the legal relationship between labour relations and Social Security.

Insurance Law**4.5 Credits****Year 1 CAF First Semester****Taught in Spanish**

The primary aim is for students to become knowledgeable about the regulations and contract issues involved in the insurance market.

The insurance market regulations are analysed, in addition to the approval and penalty systems and scope of application. The essential features and main types of insurance contracts are studied.

Labour Law**4.5 Credits****Year 4 E-4 First Semester****Taught in Spanish**

Students taking this module will be expected to acquire theoretical and practical knowledge and skills that will give them an understanding and awareness of Labour Law.

Labour Law: concepts and sources. Employment contracts: concept and types. Contract structure and development: salary, working hours and leave, mishaps. Contract termination: special reference to dismissal. Collective labour relations.

Labour Relations and Social Security**5.0 ECTS Credits****Year 2 E-2, Second Semester****Taught in Spanish**

The employment contract. Purpose, parties and types of contracts. Labour benefit conditions and workers' rights and obligations. The wages system and working hours. Objective and subjective modifications to employment contracts. Economic and legal limits and consequences. Termination of employment contracts. Dismissals and related costs. The parties in collective labour relations labour unions and employers, company employees' representatives. Collective bargaining agreements and collective labour disputes. Strikes. The employer's obligations regarding Social Security and workers' rights to benefits.

Taxation for Insurance Companies**6.0 Credits****Year 2 CAF, Second Semester****Taught in Spanish**

The main objective of this module is for students to acquire knowledge on the special features of the different types of insurance and insurance companies within the Spanish taxation system.

Taxation of insurance operations: Damage insurance. Life insurance. Other financial products. Taxation of insurance companies: Corporate Tax. Value Added Tax. Local taxes.

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

Sociology

4.5 Credits

Years 4 or 5 E-2, 6 E-3 First and Second Semesters

Taught in Spanish

Brief description: Sociology is a science that aids in understanding the social situation, and this means that it may well be the BACKBONE of the Study Plan in that it helps create a systematic combination of the diverse topics dealt with in all the study plans, and also because students take this module in the final or second-to-last year of studies. Sociology creates interrelationships between economic theories and theories related to legal interpretations, and also between social realities causing and affecting legal and economic consequences.

The relevance of the study of sociology in study plans based on economics and legal issues can be seen through the fact that neither of these scientific fields can advance socially, from a perspective of helping solve diverse issues (ECONOMIC THEORIES TO SOLVE ECONOMIC PROBLEMS, LEGAL THEORIES TO SOLVE LEGAL PROBLEMS), without the aid of the science of sociology.

Business Sociology

5.0 ECTS Credits

Year 2 E-2, Second Semester

Taught in Spanish

This module focuses on providing students with a sociological perspective of business and the business setting, familiarising them with the skills needed to analyse its social reality. To this end, business sociology concepts and theories are clarified, and social research methods and techniques discussed, in addition to covering more specific issues such as business globalisation, corporate culture, organisational change, the job market and labour relations.

LANGUAGE DEPARTMENT

Español para alumnos de Intercambio A1

4.5 Credits

First and Second Semesters

Taught in Spanish

Al final del curso, el alumno será capaz de entender y hacerse entender en una situación concreta e inmediata, sin que la gente tenga que expresarse lentamente y de forma muy poco natural. Podrá tener intercambios muy breves incluso, si, en regla general, no puede entender lo siguiente para seguir una conversación. Adquirirá unos conocimientos básicos para poder desenvolverse en español en situaciones de la vida cotidiana. Es un curso destinado a alumnos sin conocimientos previos de inglés.

Español para alumnos de Intercambio A2

4.5 Credits

First and Second Semesters

Taught in Spanish

Se trabajan simultáneamente las cuatro destrezas comunicativas: expresión y comprensión oral y escrita. Además del estudio de las estructuras gramaticales básicas (contraste de pasado, contraste indicativo/ subjuntivo, análisis de preposiciones, estudio de pronombres, etc.) se enfatiza en la ampliación del vocabulario y se presentan realidades cotidianas de la vida en España y concretamente en Madrid.

Español para alumnos de Intercambio B1

4.5 Credits

First and Second Semesters

Taught in Spanish

Al finalizar este curso el estudiante podrá entender los puntos principales de cualquier input estándar o asuntos familiares. Podrá manejar la mayoría de las situaciones que puedan aparecer en posibles viajes por zonas donde se habla el idioma. Podrá producir textos sencillos de interés personal o familiar. Podrá describir experiencias, sucesos, sueños, deseos y ambiciones, así como dar razones y breves explicaciones sobre sus opiniones y planes.

Español para alumnos de Intercambio B2

4.5 Credits

First and Second Semesters

Taught in Spanish

Es un curso dirigido a estudiantes que pueden entender las ideas principales de textos tanto concretos como abstractos, incluyendo discusiones técnicas sobre un campo en el que esté especializado. Después del curso será capaz de interactuar con nativos con un nivel de fluidez y espontaneidad altos. Podrá producir textos claros y detallados sobre una amplia gama de temas y explicar su punto de vista, aportando comentarios sobre ventajas y desventajas.

El nivel corresponde al B2 (Usuario Independiente) - Nivel Avanzado del Marco de referencia europeo. Un usuario independiente B2 puede relacionarse con hablantes nativos con un grado suficiente de fluidez y naturalidad, de modo que la comunicación se realice sin esfuerzo por parte de los interlocutores.

Español para alumnos de Intercambio C1**4.5 Credits****First and Second Semesters****Taught in Spanish**

Este curso está dirigido a alumnos que ya tienen un nivel de conocimientos medio-alto o avanzado del español como lengua extranjera. El programa se centra en el desarrollo de las cuatro destrezas o capacidades lingüísticas: comprensión auditiva, expresión oral, comprensión lectora y expresión escrita, sin olvidar las estructuras gramaticales y sintácticas, así como la ampliación sistemática del vocabulario. Además, se facilitará el contacto con la cultura española a través de diversos materiales y actividades seleccionados con este fin.

Lengua Española a través de la Historia y el Arte**4.5 Credits****Second Semester****Taught in Spanish**

El curso está pensado para avanzar y afianzar conocimientos lingüísticos y funcionales del español usando como marco algunos aspectos de la historia y el arte. Algunas obras maestras seleccionadas sirven como pretexto para acercarnos a un momento de nuestra historia y trabajar, con ellos, como telón de fondo, en distintos aspectos conflictivos de la gramática. (Contrastes de tiempos pasados, contraste indicativo/ subjuntivo, sustantivos abstractos y concretos, conectores discursivos y gramaticales, etc.