



Economic
Management of the
Company
Master in Business
Administration (MBA)
2020/2021



UNIVERSIDAD
NEBRIJA

TEACHING GUIDE

Subject: Economic Management of the Company

Title: Master in Business Administration (MBA)

Academic Course: 2020-2021

Character: Optional

Language: Spanish/English

Modality: Face-to-face/Blended/Distance

Credits: 6 ECTS

Semester: 2º

Teachers/Teaching Team: Prof. Mr. Jorge Colvin Díez PhD

1. COMPETENCES AND LEARNING OUTCOMES

1.1. Competences

Basic Skills

CB7. That students know how to apply the knowledge acquired and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. That students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Skills

CG2. The student must be able to systematically understand relevant company information, its context and how to apply it to complex situations, taking into account how it affects other departments.

CG3. The student must master business information analysis techniques.

CG9. The student must be able to act autonomously within a framework of responsible freedom, in the business environment.

Specific Skills

CE4. Analyze the strategic situation of a company and its product or service, and make decisions for the implementation of the marketing strategy embodied in a marketing plan.

CE8. Ability to develop the vision, mission and cultural values of an organization, and thus be able to define objectives, policies and strategies necessary for the future of the company and the monitoring and control processes thereof.

CE10. Being able to evaluate and reorganize the operational and logistical processes of a company for its improvement in the business environment.

1.2. Learning Outcomes

- Know and understand the integrated budgeting system
- Understand the need to control activity forecasts
- Know and understand the relevance of cost and results forecasts
- Understand break-even analysis and simulation of results in economic planning
- Mastering financial planning and forecasting financial balance
- Understand and correct the analysis of deviations from the expected result

2. CONTENTS

2.1. Previous requirements

None.

2.2. Description of the contents

1. THE INTEGRATED SYSTEM OF BUDGETS

- 1.1. Economic-financial planning.
- 1.2. Types of plans.
- 1.3. Operation of an integrated planning system.
- 1.4. The annual operational plan: global perspective.

2. ACTIVITY FORECASTS

- 2.1. Sales scheduling in the short / medium term Forecast sales in monopolistic situations. Forecast of selling in competitive situations. More elementary forecasting techniques.
- 2.2. Production and purchasing forecasts.

3. COST AND RESULTS FORECASTS

- 3.1. Provision of "direct" operating costs. Distinction between "direct" v. S. "Discretionary". The "flexible budget".
- 3.2. The forecast of "discretionary" costs. The "lack of definition" of discretionary costs. Applicable techniques; PPBS and "Base Budget Zero".
- 3.3. The results budget (summary of economic planning). The different formulation alternatives. The budget of results by "sales lines". Expected downtime costs.

4. THE ANALYSIS OF THE BALANCE POINT AND THE SIMULATION OF RESULTS IN ECONOMIC PLANNING

- 4.1. The classic base-point model of the equilibrium point (PE)
- 4.2. Break-even analysis in the multiproduct company.
- 4.3. Generalization of the model: from PE to the simulation of results. Simulation varying the overall forecast of sales. Simulation varying the forecast of certain sales. Inclusion of non-linearity of costs.
- 4.4. Application of the results simulation to "feasibility studies".
- 4.5. Optimization of the economic plan: The simulation of results in the general case.

5. FINANCIAL PLANNING, FINANCIAL BALANCE OF THE FORECAST

- 5.1. The move from economic forecasts to financial forecasts.
- 5.2. Concept of ex ante financial balance.
- 5.3. Forecast of the variation of the available (calculation of the predicted Net Cash-Flow)
- 5.4. Financial balance to planning (readjustment of forecasts to achieve financial equilibrium).
- 5.5. Ex-ante adjustments via forecasts of current liabilities.

- 5.6. Ex-ante adjustments via customers and bank discount.
- 5.7. Ex-ante adjustments via sales figure forecast.
- 5.8. Other cases.

6. THE ANALYSIS OF DEVIATIONS ON THE ESTIMATED RESULT

- 6.1. Models and techniques of analysis.
- 6.2. Analysis of the deviation in revenue (invoicing).
- 6.3. Analysis of the deviation in the results.
- 6.4. Model of analysis I: "Global analysis"
- 6.5. Model of analysis II, "analysis by articles".
- 6.6. Generalization (adaptations of the base-model to specific cases).
- 6.7. The evaluation of the management from the analysis.
- 6.8. Use of the analysis of deviations for the evaluation of a specific area of management within the company.
- 6.9. Separation of external and internal explanatory effects.
- 6.10. Cross-effects between management areas.
- 6.11. Alternative approaches.

2.3. Teaching methodologies

During the course, activities, practices, reports or projects may be developed in which students show examples of application of the methods and techniques developed in the subject.

2.4. Formation Activity:

Formation Activity		
Modality Face-to-face:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	100%
AF2	10	100%
AF3	10	25%
AF4	50	0%
AF5	35	0%
AF6	10	100%
Modality Blended:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	0%
AF2	10	0%
AF3	30	25%
AF4	30	0%
AF5	35	0%
AF6	10	50%
Modality Distance:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	0%

AF2	20	0%	
AF3	20	0%	
AF4	60	0%	
AF5	5	0%	
AF6	10	20%	

Teaching methodologies:

Modality Face-to-face: MD1; MD2; MD3; MD4

Modality Blended: MD1; MD2; MD3; MD4

Modality Distance: MD1; MD2; MD3; MD4

TEACHING METHODOLOGIES OF THE PROPOSED TITLE	
Code	Teaching Methodologies
MD1	Case Method
MD2	Cooperative Learning
MD3	Problem Based Learning (PBL)
MD4	Master class

3. EVALUATION SYSTEM

3.1. Grading system

The final grading system will be expressed numerically as follows:

0 - 4.9 Fail (SS)

5.0 - 6.9 Pass (AP)

7.0 - 8.9 Notable (NT)

9.0 - 10 Excellent (SB)

The mention of "academic honors" may be awarded to students who have obtained a grade equal to or greater than 9.0.

3.2. Evaluation criteria

Code	Evaluation System	Description
SE1	Development in individual work	Student performance in individual work in solving exercises or cases
SE2	Development in group work	Student performance in group work in solving exercises or cases
SE3	Final face-to-face test/exam	Face-to-face final test/exam

Modality Face-to-face:

To successfully pass any subject / subject, the student must pass the final exam in person. That is, in the final exam, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	25	25
SE2	25	25
SE3	50	50

Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

Modality Blended:

Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	05	05
SE2	45	45
SE3	50	50

Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

Modality Distance:

Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	40	40
SE2	10	10
SE3	50	50

Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

In any case, passing any subject, without exception, for the three modalities is subject to passing the corresponding final face-to-face test/exams.

3.3. Restrictions

Minimum qualification

To successfully pass any subject, the student must pass the final exam in person. That is, in the final exam/test, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

Assistance

The student who, unjustifiably, fails to attend more than 25% of the face-to-face classes may be deprived of the right to take the exam in the ordinary call.

Writing rules

Special attention will be paid in the written assignments, practices and projects, as well as in the exams/test both the presentation and the content, taking care of the grammatical and spelling aspects. Failure to comply with the acceptable minimums may result in points being deducted in said work.

3.4. Plagiarism warning

The Antonio de Nebrija University does not tolerate plagiarism or copying under any circumstances. Plagiarism is considered the reproduction of paragraphs from texts of authorship different from that of the student (Internet, books, articles, work of colleagues ...), when the original source from which they come is not cited. The use of quotes cannot be indiscriminate. Plagiarism is a crime.

If this type of practice is detected, it will be considered a Serious Misconduct and the sanction provided for in the Student Regulations may be applied.

4. BIBLIOGRAFY

Basic Bibliography

- Brealey, R. A. (2010). *Finanzas corporativas*. UNED.
- Omeñaca, J. (2008). *Contabilidad General*.
- Horngren, C. T., Sundem, G. L., and Stratton, W. O. (2014). *Introduction to Management Accounting (16th ed.)*. Pearson. ISBN: 9780133058789

Recommended Bibliography:

- Brealey, R., S.C. Myers y Allen, F. (2016): *Principles of corporate finance*. 12th Edition. McGraw-Hill Irwin, pp. 105-118.
- Fernández, P. (2007): *Valoración de empresas*. Gestión 2000. Tercera edición.
- Termes, R. (1998): *Inversión y coste de capital, manual de finanzas*. Madrid. McGraw-Hill.

Other resources:

- Blog de Estrategia y Finanzas, www.antonioalcocer.com
- Link: Hoja de cálculo de Excel. Modelización del plan financiero. <http://www.antonioalcocer.com/cursos/el-plan-financiero-y-sus-componentes/>
- Canal de vídeo de Youtube : <https://www.youtube.com/channel/UCZ46Nix2QZINbZLLFIPzxqQ> : ["1minsensei"](https://www.youtube.com/channel/UCZ46Nix2QZINbZLLFIPzxqQ)