



# DEGREE IN MANAGEMENT OF BUSINESS AND TECHNOLOGY (GMBT)

*Course summaries 2016-17 academic year – Spring Semester 2017*



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**Important Note:** Final exams for the Spring Semester are in June, 2017. If you are not going to be in Barcelona at that time due to your home university schedule, you must make special arrangements for your Final Exams with the corresponding La Salle professor **before** officially registering for any of these courses.

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

### AD003 Accounting Principles I (6 ECTS)

This course is an introduction to the basic accounting concepts. In the first part emphasis is placed in studying the accounting cycle, basic ledger accounts, the journal, balance sheet, income statement, statement of retained earnings, statement of cash flows, and accruals and deferrals. The second part of the course analyzes in detail assets, liabilities and stockholder' equity: types of inventory, valuation of assets, depreciation, intangible assets, and some of the most used liability accounts.

### AD008 IT Software for Business (6 ECTS)

Understanding the IT infrastructure of a business and the role of the software as a key player in the transactional, operational, tactical and strategic activities of a company is a must for all employees inside and organization. Nowadays, any business from each industry and segment owns an IT software structure that has a direct or indirect impact in the performance of the company. Being able to understand and use that structure and tools and take full advantage of them is what really makes the difference between one business and another, bringing our department, our team and our individual contribution to the maximum level.

This course is designed to increase your awareness of the key role of IT software inside a business and to help you to fully understand which are the basic tools, how to maximize the output of their usage, which is their contribution to the company day-to-day activities and how being aware of all these fundamentals can boost your career development.

#### AD019 Mathematics for Business II - Statistics (3 ECTS)

This course is conceived as an introductory survey of statistical methods and applications in business. New technology has brought major changes to the world of information, facilitating data collection, storage, analysis and manipulation. This has increased the need for good statistical skills. Computers permit data to be processed with great ease, and it is important in many areas of business to be able to present and interpret data correctly.

#### AD012 Macroeconomics (4 ECTS)

Macroeconomics looks at economics at the aggregate level, usually at a national level, but also from a regional or global perspective. It deals with issues that students can read about on a daily basis, such as inflation, unemployment, fiscal and monetary policy, interest rates, economic growth, etc. The course will introduce students to the main macroeconomic theories, providing them with tools to understand economic developments and policy debates, and the ability to assess macroeconomic trends.

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

#### AD021 Modern Management Thought (6 ECTS)

The course will introduce students to management theory. Focusing on the most influential management theories and theorists of the 20<sup>th</sup> and 21<sup>st</sup> centuries, students will be provided with an in-depth insight into the development of management as a science and how it has affected business practice. The story of management is told in its historic social and economic context, bringing us from industrialization to the digital era.

#### AD027 Creativity and Innovation in Technological Organizations (3 ECTS)

Technological innovation is increasingly the source of sustainable competitive advantage for firms around the world. However, building an organization to successfully and repeatedly bring technological innovations to market is a daunting managerial challenge. In this course we focus on the practices and processes that managers use to manage innovation effectively. By the end of the course the students will develop skills in:

- Understanding of the concepts of creativity, invention, imagination, and innovation
- Understand the main tools used for creative problem solving
- Be familiar with design thinking and its application to problem solving
- Understand various types of innovation including
  - User innovation and lead user research
  - Product innovation
  - Process innovation
  - Disruptive innovation
  - Open innovation
- Understand the practical implications for bringing innovations to market
- Be familiar with concepts related to innovation adoption and diffusion
- Understand concepts related to idea generation and evaluation

#### AD029 Financial Management (3 ECTS)

This course focuses on the interaction of finance, economics and accounting as financial managers need to understand the relationship between these fields. Economics provides the broad picture of the economic environment in which corporations must continually make decisions. A financial manager must understand the interrelationships between the various sectors of the economy. Economic variables, such as gross domestic product, industrial production, disposable income unemployment, inflation, interest rates, and taxes, must fit into the financial manager's decision model and be applied correctly. All these terms will be presented and integrated into the financial process.

Recommended prerequisite: Accounting basics

#### AD038 Methods of Decision Analysis (4 ECTS)

Important decisions cannot be left to intuition alone. We need to communicate the structure of our reasoning, defend it to adversarial challenges and make presentations that show we have undertaken a thorough analysis. We also need to make sense of various sources of data, organize the inputs of experts and colleagues, and use state-of-the-art tools to provide analytical support to our reasoning. To equip ourselves to be more effective in these tasks is the objective of this course.

The emphasis is not on the quantitative aspects, but on the qualitative insights that come from using models to aid managerial thinking and decision making. You will be equipped with specific skills in the areas of data analysis, structuring decisions, building decision models, risk assessment and decision making under uncertainty.

This is a practical course, which should use state-of-the-art decision support software to illustrate how to apply the methodologies introduced.

Recommended prerequisite: Basic Mathematics and statistics

#### AD041 New product and service development (3 ECTS)

New product and service development is concerned with the essential process in all companies and organisations of continuously developing new product and/or service offers. NPD starts from a new market/business opportunity identified in the company: it is the process of "transformation of a market opportunity into a product/service available for sale" (V.Krishnan, T. Ulrich). Considering evolution of technology and markets the NPD theories have gone through different stages and have added important factors for the process of NPD in companies, however the basic process aims to conduct the organisation through an effective and efficient product/service development.

This course handles the main aspects of the NPD and its direct environment in and outside the company, offering different insights, methodologies, and techniques, but also at the same its application in a real NPD project. The general NPD process, the environmental considerations (eco design), legislations (patents and norms), user requirements analysis – and specific design techniques and also development team organisational subjects will be handled. All should be applied in the execution of a development of a new product in a small team during the course.

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

### ADo22 Business Project Management (6 ECTS)

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

At the end of the course, the students will be able to put into practice the project development plan, to execute the related tasks, monitor and control the project in order to meet the stakeholder's expectations.

Projects are critical to the success of any organization. They are the activities that result in new or changed products, services, environments, processes and organizations. Projects increase sales, improve customer satisfaction, reduce costs, improve the work environment, and result in other benefits.

Project management is a discipline. It applies principles, concepts, tools and techniques to improve project performance and organizational effectiveness. Project management adds value by improving the probability of consistently successful projects.

### ADo25 Marketing Simulation (4 ECTS)

This course provides students with the opportunity to participate in a computer-based business simulation scenario. Students experiment with decision making processes, the development of general business and marketing strategy, and adopt long term planning under real competitive conditions.

Students will compete in a highly competitive environment using advanced concepts of strategic and operational marketing. They will experience and analyze the consequences of marketing-based decision making process.

Recommended prerequisite: Principals of Marketing

### ADo28 Supply Chain Management (4 ECTS)

This course introduces students to Supply Chain as one of the most important and complex business processes in Operations Management. We will start by looking at the Supply Chain as a whole and revise the general approaches to managing it. We will then define what an efficient supply chain is, and what the main metrics and indicators are used to determine this.

In parallel we will discover a group of responsibilities and operations to be managed in order to keep the business running. We will introduce inbound logistics, internal logistics, outbound logistics and reverse logistics. Briefly we will see how IT systems can help to integrate, manage and optimize Supply Chain.

We will also deal with the different sub-processes, detailing main concepts, operational functions and tools to manage them with. From Vendor Management to Customer Satisfaction we will travel through demand forecasting, transportation, inventory management, production planning, manufacturing (and services creation) and distribution.

#### AD037 Business Ethics (3 ECTS)

Business ethics do not deal with what is legal, but to the application of moral standards to business decisions. The majority of moral standards relate to personal behavior, which is not necessarily legislated and varies according to cultural differences. We are taught that the primary purpose of a business is to earn a profit, however, the path towards achievement this goal can, in many instances; create dilemmas about justice, equity and honesty. In this course we will study business ethical dilemmas within an intercultural framework. We will address the issue of ethics from different points of view: society, environment, individual and corporative.

#### AD046 Internet and Multimedia technologies (4 ECTS)

Technology is an essential part of any modern business nowadays, and amongst all new technologies, the Internet is clearly the most powerful, omnipresent, and the one which has the biggest potential to help make any business a successful one. Most of the most renowned young companies such as Google and Facebook have built their success around the Internet and the right multimedia technologies that have allowed them to reach all kind of users around the world, may it be through a computer, a handheld device, or any other interactive interface.

The aim of this course is to provide a solid knowledge about existing state-of-the-art technologies centered on the Internet, which might provide any business the power to reach and engage thousands of users worldwide. The syllabus for the course covers the following main topics: 1. Information technologies & social media; 2. Advanced technologic trends; 3. Interactive interfaces & game technologies; 4. Mobile apps; and 5. Web creation.

#### AD039 E-Business (5 ECTS)

This course has two main components: in the first, students will acquire the knowledge required to plan a new e-business startup company. They will explore search engines, Internet security, privacy and intellectual property, Internet business models, and web site structure. In the second phase, they will explore what it takes to “be found” on the Internet. Topics in Internet marketing will be discussed, with an emphasis on the role of search engine marketing. By the end of the course the students will:

- Be able to distinguish between the various ebusiness business models.
- Understand the basic issues surrounding online privacy and trust
- Understand the basic issues surrounding intellectual property in digital media
- Understand the implications of Web 2.0 and the Long Tail
- Explore new technologies and trends in digital media.
- Understand the various tools available for eMarketing, and the pros and cons of each.

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

#### AD031 Channel Management (3 ECTS)

This is a highly practical course that provides students with the experience of developing a social media plan for a company. The following areas are covered:

- Marketing Plan in Social Networks; The new competitive advantage, why invest in social networks, objectives & strategies for Social networks,

- How to professionally use the following platforms in Social Media: LinkedIn, Facebook, YouTube, Twitter, foursquare, slideshare, News aggregators...
- How to design a Social Media Marketing Plan, step by step.
- Basic technical principals of on-line marketing and advertising, technological and legal basics of 2.0
- Who and what is a Community Manager; always on, early adopter....
- What is on-line reputation and how to manage a crisis.
- How to monitor, index, measure conversations, information on blogs, opinions/ content of products, brands...
- How to use search engines in blogs, microblogs and social media
- Managing corporate reputation online; Three phases - listen through research, evaluate opinions, participate.
- Resources for managing corporate reputation online.

#### AD049 Leading Teams & Organizations (4 ECTS)

While it's not possible in a single course to teach an individual to become a leader, we can think about the subject in a meaningful way. Students can begin to understand the path that others have taken and how they might advance their own. That is the objective of this course. Key theoretical approaches to leadership are introduced, and students examine why and how individuals have succeeded or failed in a variety of settings. We also practically apply our knowledge to different scenarios through techniques such as role play in order to critically explore our leadership-related competencies.

#### AD051 Strategy Management for ICT Ventures (3 ECTS)

General Management involves the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future. This comprises formulating a strategy for each individual business of the firm, formulating a corporate strategy and implementing these strategies. In this course we will focus on the formulation of a competitive strategy for a business of a firm. Competitive Strategy formulation involves understanding the business you are in, determining how to positioning your strategic unit within this business environment, and developing the capabilities to compete in this environment. Therefore, Competitive Strategy at the same time coordinates and integrates the individual functional strategies such as manufacturing, marketing and sales, finance, of each business. Corporate Strategy, i.e. the strategy involved in combining different businesses, and, Strategy Implementation, i.e. the practical steps to translate strategy into reality are also covered in the strategic management course.

#### AD050 New Technology Ventures (3 ECTS)

In this New Technology Ventures course, we not only study entrepreneurs, we become entrepreneurs. Students will, over the course of the semester, create a technology-based enterprise and all the essential parts of a business plan and investor pitch. Students will work in teams to launch companies, working through issues of market analysis, technology viability assessment, competitive positioning, team-building, product life-cycle planning, marketing strategy, sales channel analysis, and a strong emphasis on the entrepreneur as a sales person. We'll map the practical steps of organizational and legal issues associated with forming a brand new company, and we'll address the strategic considerations for creating companies that can quickly define and dominate a new category or disruptive technology.

#### AD052 Transfer of New Technology into the Economy (4 ECTS)

This course main aim is to allow students to acquire the learning outcomes to be able to simulate and to manage the process of transferring new technology into the market.

The course is divided into two parts. The first part of the course, diffusion of innovation, focuses on the simulation of the transferring process. Students will learn how to propose and analyze different dissemination models to understand the evolution of the transfer of new technology and innovations into the economy. These models are intended to be useful to design the management strategies that can help in the diffusion endeavour.

The second part of the course, innovation management, will introduce students to a strategic perspective of technological innovation management. Students will learn the main challenges that technological innovation management faces and the specific choices managers can develop to transform these challenges into sustainable competitive advantages. Learning outcomes will be framed in an organizational setting and will be developed from different governance perspectives.

## Electives

#### AD069 Globalization Issues (4 ECTS)

This course will provide students with an understanding of the effects of globalization on different aspects of society and international relations. After a basic introduction to realism, liberalism and the concept of Worldviews, we will address such issues as the environment, the urbanization of society, Human Rights, the changing world of work, religion in globalized world, nuclear proliferation etc. The students will research varied topics and present their findings to their colleagues.

#### AD102 Brand Management (5 ECTS)

Coke or Pepsi? Desigual or Abercrombie? Hilton or Marriott? Barcelona or Madrid?

During this course the idea is to understand the relevance of a Product and how to manage a Brand covering in three main parts.

At the heart of a great brand is a great product; product is a key element in the market offering and markets leaders generally offer products and services of superior quality. The idea is to understand how successful company's can meet target customer's needs or wants.

We will analyse the concept and procedures that allow a firm to implement new product development strategies through innovation. Successful new products are developed through and analytical process not through the trial and error.

Why have brands become more and more important for customers and firms? We will define what the concept of brand covers and examine the brand functions from the manufacturer's and the customers' point of view.

Students will combine a conceptual analysis of key models and concepts with practical experiences developing new concepts for mature product categories.



#### AD104 Marketing Services in Digital Era (5 ECTS)

We all come into contact with service operations every single day but good service management sets one business apart from another. This course aims to highlight the importance of understanding customer needs, to appreciate the management process that delivers good service and to facilitate continual improvement in service delivery. The course, whilst based on theory, is delivered through application, case study and student innovation.

#### AD401 Major Sport Event Management (5 ECTS)

The event industry has grown and diversified dramatically during recent times. From the mega-events of the Olympic Games, FIFA World Cup and the Expo, to local-level celebrations, events are run with the same basic management and organizational principles. This course aims to provide students with an insight into these principles and is structured following established theories of event management, although a critical perspective is maintained throughout and innovation sought where possible. The defining characteristic of this course is the practical application of theory, provided through students participating in the organization of a real event.

#### AD205 Financial Innovation, Money and Investment (5 ECTS)

This is a course about the management of wealth, and the theory and practice of building investment portfolios. It is a course which should be of interest to students who want to learn about the management of their personal savings or the savings of others – in the form of investment funds or pension funds, for example. Savings are best diversified across different asset classes – property, shares, bonds, etc. This course is about the building of optimal investment portfolios of financial assets. As well as providing an overview of the investment industry, it explores the main theories of asset pricing, risk-management, and portfolio construction. It will also shed light on what is a huge, complex and still-growing industry, whose development has major implications for economic stability and welfare.

Recommended prerequisite: Principals of Finance and Statistics

#### AD503 Social Entrepreneurship (5 ECTS)

This course is about using business skills and strategies to solve social, environmental, and economic problems in an innovative and sustainable manner.

- To provide tools to help students better understand local and global social problems and to apply innovative business solutions.

#### AD404 Sports Media and PR (4 ECTS)

This course explores in more depth the interdependent relationship between sport and media, with a focus on the importance of PR in sport (and vice versa). Sports media rights deals are analyzed in terms of their negotiation and management, sports media production and the management of relations with journalists are also considered. Particular focus will be placed on activating and leveraging sports

sponsorship deals through the media. The course concludes with a look to the future and how the sport-media relationship is transforming.

#### ADo81 International Marketing (4 ECTS)

International marketing is important as the world becomes increasingly globalized. In an international context, marketing managers plan and conduct transactions across borders to create exchanges that satisfy the objectives of individuals and organizations. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing.

The course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations.

#### ADo82 Topic in Finance (4 ECTS)

This course, designed for students who have completed their core studies in undergraduate corporate finance, seeks to explore more deeply a series of specific topics in finance. Possible topics, which can vary according to the semester of study, include corporate risk management, financial derivatives, valuation, mergers & acquisitions, real estate fundamentals, etc. For the 2013-14 academic year, the main focus of the course will be valuation – a review of the main methods for estimating the financial value of assets and companies.

Recommended prerequisite: Basics of Corporate Finance and Statistics

#### AD204 Emerging Technologies and Smart Cities (5 ECTS)

In order to understand the fast moving changes occurring in our global economy, students need to identify and critically analyze emerging technologies that have transformative potential at a societal level. Our lives have been revolutionized by mobile technologies in recent years, but what are the technological developments that will change in the coming years? How will these technologies affect the creation and management of companies and economies? A particular focus will be placed on technology and change in the city context and how cities are harnessing new technologies and data in order to become ‘smarter’ and more sustainable.