



BUSINESS UNIVERSITY MANAGEMENT PROGRAM

MANAGING THROUGH GLOBAL VIEW



Universitat d'Alacant
Universidad de Alicante



UNIVERSITY OF ALICANTE
Business and Management Program

MORE INFORMATION AND REGISTRATION: www.doeua.es

introduction

We develop knowledge and skills to manage a company from the global perspective of a General Manager.

We promote reflection and decision-making strategies according to the needs of current and future business environment.

We train and support professionals and managers of SMEs for new challenges, scenarios and markets.

We work to put the strategic perspective beyond the here and now, guiding company systems and people in the same direction.



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Business and Management Program

PARTNERS

Deloitte



CÍRCULO DE ECONOMÍA
de la Provincia de Alicante

CÁTEDRA
PROSEGUR



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OBJECTIVES



The program offers students the opportunity to learn how to run a business from a global perspective, facilitating reflection and adoption of strategies that meet the needs of current and future environment.

PROGRAM OBJECTIVES

Provide students with a **broad view of the business world**, updating and revising knowledge and experience.

Understand **the importance of the different functional areas** of current companies and their role in the coordination of the general management of a company.

Know how to plan the quantitative and qualitative needs of the company, both short and long-term.

Provide a strategic vision of the company, which promotes and enhances the process of decision making and long-term viability of the company.

Develop tools for improvement in business management to increase competitiveness of the company.

Optimize the use of available resources, not only material but also human and financial ones.

Improve the technical skills and management skills which help achieving results through the human resources of the company.

Facilitate the acquisition and development of competence and practical application skills, so that students will be able to identify the specific needs of the organization and accurate diagnoses to offer viable solutions.

METHODOLOGY

A B C



METHODOLOGY

Classes are based on a fundamentally active, varied and participatory methodology, distributed among:

CASE METHOD:

discussion of case studies.

PRESENTIAL SESSIONS

based on the teachers experiences.

WORKSHOPS

based on the philosophy of "learning by doing".

TRAINING IN THE VIRTUAL PLATFORM:

Through a platform that enhances the Social Learning, we will work in solving cases, using the broad theoretical content which will be provided.

ROUND TABLES:

Organized around specific themes and with the participation of renowned experts.

OUTDOOR TRAINING,

which will complement traditional classroom training, especially recommended to develop certain policies and management skills as its development avoids the inhibition that affects some people in certain environments. We work in core competencies in organizations such as leadership, cooperation, communication and initiative.



Virtual Platform 24h



CONTENTS

The BUSINESS MANAGEMENT PROGRAM has a duration of 200 hours.



PROGRAM STRUCTURE

The BUSINESS MANAGEMENT PROGRAM has a duration of 200 hours, including the following modules:

1. Human Resources Management
2. International Marketing
3. Economy of the European Union
4. Entrepreneurial Initiative: Starting and Running a Business
Independent Internship

PROGRAM

HUMAN RESOURCES MANAGEMENT

LECTURER

Prof. Dr. Juan Llopis

Chair Professor of Business Organization.

University of Alicante (Spain).

Office:

Department of Business Organization
(Faculty of Economics and Business).

Room number 23 (ground floor).

OBJECTIVES

1. Having in mind that every manager of a firm is a HRM, give a general guide about how to manage people.
2. Argue how HRM can be a strategic partner of any firm.
3. Have a general overview about the knowledge, skills and abilities that must have a Human Resource Manager.
4. Describe the fundamental tools, methods and techniques that are used in a Department of Human Resource.
5. Give a general overview about managerial practices in Spain (with a special attention in HRM).

SYLLABUS

1. Human resource challenges.

- 1.1. The managerial perspective of HR.
- 1.2. Environmental challenges.
- 1.3. Organizational challenges.
- 1.4. Individual challenges.

2. Strategic HR planning.

- 2.1. Benefits and challenges of strategic HR planning.
- 2.2. The strategic HR choice.
- 2.3. HR strategies and firm performance.
- 2.4. HR planning and the role of HR department.

3. Firm organization and HR management.

- 3.1. Work flow analysis.
- 3.2. Work teams.
- 3.3. Motivation, job design and job descriptions.
- 3.4. Flexibility and work force.

4. The hiring process.

- 4.1. HR supply and demand.
- 4.2. Recruitment.
- 4.3. Selection.
- 4.4. Socialization.

5. Employee separation and outplacement.

- 5.1. Costs, benefits and types of employee separations.
- 5.2. Early retirements.
- 5.3. Layoffs.
- 5.4. Outplacement.

6. Communication.

- 6.1. Employee relations.
- 6.2. Communication process.
- 6.3. Types of communication programs.
- 6.4. Employee recognition programs.

7. International dimensions of HR management.

- 7.1. The stages of international involvement.
- 7.2. Challenges of expatriate assignments.
- 7.3. Effectiveness of expatriate assignments.
- 7.4. HR management in a global context.

8. Managerial Practices in Spain (Special attention in HR management).

- 8.1. Characteristics of Spanish firms.
- 8.2. Managerial practices in Spain.
- 8.3. Characteristics of Spanish HR managers.
- 8.4. HR managerial practices in Spain.



PROGRAM



METHODOLOGY:

From the first class the student will have access to the whole learning package, with the result that it would not be necessary any additional material. More than large lectures, it would be fomented the discussion on HRM practices that could have several points of view (with a previous overview by the professor).

An important part of the time will be dedicated to outline actual cases of firms for its discussion. Additionally it would be proposed cases every week to discuss them the following week in order to be able to get a continuous evaluation and knowledge of the different units.

ASSESSMENT:

- 10% Attendance and Participation.
- 50% Resolution of Cases.
- 40% Final exam.

SELECTED BIBLIOGRAPHY:

Basic Bibliography

- Gomez-Mejia, L.R.; Balkin, D.B. and Cardy, R. (2012): *Managing Human Resources* (7th edition), Prentice Hall, New Jersey.

Complementary Bibliography

- Anthony, W.P; Kacmar, K.M. and Perrewe, P.M. (2009): *Human Resource Management: A Strategic Approach*(6th edition), Thomson South-Western, Mason, Ohio.
- Byars, L.L. and Rue, L.W. (2010): *Human Resource Management* (10th edition), McGraw-Hill, New York.
- Cascio, W.F. (2009): *Managing Human Resources*,(8th edition), McGraw-Hill, New York.
- Denisi, A.S. and Griffin, R.W. (2007): *Human Resource Management* (3rd edition), Houghton Mifflin Company, Boston.
- Ivancevich, J.M. (2010): *Human Resource Management* (11th edition), McGraw- Hill, New York.
- Mondy, W.(2011): *Human Resource Management* (12th edition), Prentice Hall, New Jersey.

PROGRAM

INTERNATIONAL MARKETING

LECTURERS

De Juan, Mayo | Ruiz, Felipe | Toledo, Eva

OBJECTIVES

On completion of this course the student should be able to

1. Demonstrate the skills needed for successful career in Marketing in an international context in terms of international theory;
2. Acquire a global overview of International Marketing
3. Formulate and recognize international marketing strategies
4. To give students a fundamental understanding of the importance of an international market and its management implications for marketing strategies.
5. To learn the importance of cultural awareness in the international market and the relationship between local and global markets.
6. Branding strategies in the international market.
7. Ways to penetrate international markets.

SYLLABUS

Unit 1.- The scope and challenge of international markets

Unit 2.- The international environment

Unit 3.- International market entry strategies

Unit 4.- International scenarios

Unit 5.- An special case of international marketing: Europe as a marketing issue

Unit 6.- Marketing across cultures

Unit 7.- Pan-European marketing, myth or reality?

Unit 8.- Creativity and innovation. First steps to create a competitive advantage

Unit 9.- How to protect innovation's results in EU? Patents, design and trademarks

Unit 10.- Intellectual property as a marketing tool. Consumer, business and society's approaches.

Unit 11.- Managing brands. Brand essence, nurturing brands and future incomes (licenses, brand's extensions, ...)



PROGRAM



METHODOLOGY:

The course will consist of lectures, class discussions, textbook assignments, student presentation and final examination. Lecturers will explain theory concepts during each part of unit. Every subject will be applied illustrating with selected cases studies of first line international companies.

It will require students work through them (in groups or individually) in order to find a satisfactory solution.

Students are expected to attend all class lessons, participate in class activities, complete the exam, and turn in all assignments on time.

In some sessions, students will create Group Oral Presentation: Students will be assigned a case from a textbook or an article from a major business journal. The group should analyse the article/case through a marketing critical thinking perspective and identify the several components of the lecture (the marketing problem, the solution proposed by the lecture, the solution proposed by the group, the future perspective, conclusions, etc.).

ASSESSMENT:

1. Student participation in each lesson 10% of course marks
2. Market research outside lectures, presentations/essay 40% marks *
3. Written examination during last week 50% marks

**This depends on each teacher

SELECTED BIBLIOGRAPHY:

Fill, Chris (2002) *Marketing Communication Context, Strategies and Applications* Ed Prentice Hall

Halliburton, C. and Hünerberg, R. (1993) *European Marketing*, Ed. Addison-Wesley: Wokingham.

Halliburton, C. and Hünerberg, R. (1993) "Pan-European Marketing- Myth or Reality?", *Journal of International Marketing*, vol. 3, pp.77-92.

Kotler, F (1996) *Principles of Marketing European Edition*. Ed Prentice Hall

Lynch, R. (1993), *Cases in European Marketing*, Kogan Page Ltd: London

Marilyn A Stone (2004): *International Marketing a European Perspective*. Ed. Routledge

Montaña. J. (1994), *Marketing in Europe: Case Studies*, Sage Publications Ltd: London

Caetora, Philip C. (1990) *International Marketing* Ed. Richard Irwin.inc

Warren JK (2002) *Global Marketing Management a European perspective* Ed Prentice Hall

Hollensen Svend (2008) *Essentials of Global Marketing* Ed Prentice Hall

PROGRAM



THE ECONOMY OF THE EUROPEAN UNION: CHARACTERISTICS, ECONOMIC STRUCTURE AND INSTITUTIONS

LECTURERS

Oana Driha | Paloma Taltavull

OBJECTIVES

The subject aims to analyze the past, present and future of European integration, on the basis of historic and economic reasoning. The process of European integration and its effects will be assessed taking into account differences in European Member States economies as well as considering the EU as a whole at the international level.

SYLLABUS

CONTENTS OF THE THEORETICAL SESSIONS

1. Introduction to the European integration process

- 1.1. Economic integration
- 1.2. The origin of the European integration process
- 1.3. From the European Union Treaty to present

2. European Union Institutions

- 2.1. Power and responsibility distribution between European Institutions
- 2.2. Main European Institutions: Council of the European Union, European Commissions, Council of Ministers and European Parliament

3. The way to the Monetary Union

- 3.1. From Bretton Woods to the Monetary Union
- 3.2. Incomplete monetary unions: the 1992-1993 crisis of the European Monetary Union

4. The Economic and Monetary Union

- 4.1. Objectives of the EMU
- 4.2. Economic policy coordination
- 4.3. Multilateral supervision procedure
- 4.4. Fiscal policy and its obstacles
- 4.5. Growth and Stability Pact (GSP)
- 4.6. Euro crisis

4.7. Monetary and Exchange Policy

4.8. European Central Bank (ECB) and the European System of Central Banks

4.9. ECB and the Federal Reserve and the FED

5. European Union, convergence conditions and Optimal Currency Areas

- 5.1. Monetary Union from a cost-benefit analysis
- 5.2. Convergence criteria for the UEM: a discussion
- 5.3. Is the EU an Optimum Currency Area?
 - a. The theory of Optimum Currency Area
 - b. Some empirical results
 - c. The EU budget

6. Consequences of the European Integration

- 6.1. Convergence in the European Union
- 6.2. Unemployment in Europe
- 6.3. Rigidity of the European labor market
- 6.4. Macroeconomic shocks and unemployment in EU

CONTENTS OF PRACTICAL SESSIONS:

- Economic Integration: trade agreements and consequences
- European Union Institutions
- EU and USA: comparing the labor market
- EU and USA: economic growth



PROGRAM



METHODOLOGY

- Learning will be based on both lectures and practical exercises:
- Lectures will provide for a broad overview of each topic and for the theoretical framework of the units.
- Practical exercises will consist both of pieces of coursework presented by students focusing on the analysis of a Lessonicular topic and conferences held by visiting EU officials.

METHODOLOGY

1. A student discussion paper on a specific topic (30%)
2. Practical exercises (30%)
3. A written exam (40%)

SELECTED BIBLIOGRAPHY

SOME REFERENCES INCLUDING THE EU HISTORY

- *Artis, M.J. and Lee, N.*(1997), *The Economics of the European Union*, 2^o ed., Oxford University Press
- *Hitiris, T.* (1998), *European Union Economics*, Prentice Hall Europe
- *Myro, R.* (2000), *Economía Europea: Crecimiento, integración y transformaciones sectoriales*, Civitas
- *El-Aagra, A.* (1998), *The European Union*, Prentice Hall, Europe.
- *De Grauwe, P.* (2007), *Economic of monetary union*, Oxford University Press
- *De Grauwe, P.* (2012), *Economics of Monetary Union*, Oxford University Press

MAIN SOURCES

Electronic references: Some electronic sources:

[Http://europa.eu.int](http://europa.eu.int)

<http://europa.eu.int/publications>

Treaties <http://www.europarl.eu.int/basicdoc>

EU Directives <http://europa.eu.int/eur-lex>

Economic papers and Euro papers,

<http://www.europarl.eu.int/studies>

<http://www.europarl.eu.int/comm/publications>

PROGRAM



GUIDELINES TO WRITE THE FINAL REPORT:

Students have to cover the following chapters in each issue:

- 1.1. Introduction to the subject: Description and problematic
- 1.2. Legal European Union basis: Directives related to the issue
- 1.3. How directives are implemented
- 1.4. Economic analysis of the issue (more than descriptive)
- 1.5. General assessment
- 1.6. Conclusion

Each discussion paper has to be presented by students in the lectures time.

During and after the presentation, discussion about the issue by students and teachers is recommended.

Topics to work on will be agreed by lecturers and student.

TOPICS COVERED DURING DIFFERENT COURSES

1. The EU trade Policy: internal (Single market economic philosophy, main compulsory rules, policies –public aids-and organizational framework, Freedom of investment, payments, and capital.)
2. Economic convergence prior to EMU: setting criteria and economic philosophy. The debate. The macro benefits of the convergence efforts.
3. The Economic Union : “Modus operandi” of Institutions: Commission and Parliament. Is there a need for an economic European “Government”?
4. Sustainable growth through fiscal policy: description and reasons for Stability and Growth Pact. The debate nowadays.
5. The Monetary Union: Institutional issues: The European bank system and the channels of monetary stock control.. The role of ECB and autonomy,... Is there a lack of sovereignty?
6. The Monetary Union: “The” objective of Monetary Policy. The problem of asymmetric shocks. The i-rates setting.
7. The Monetary Union: Analysis of the introduction of the euro. Pros/cons of a single currency. Assessment. The euro evolution in the exchange markets after 2 years.
8. Economic convergence prior to EMU: setting criteria and economic philosophy. The debate. The macro benefits of the convergence efforts.



PROGRAM



9. The Economic Union : “Modus operandi” of Institutions: Commission and Parliament. Is there a need for an economic European “Government”?.
10. Sustainable growth through fiscal policy: description and reasons for Stability and Growth Pact. The debate nowadays.
11. The Monetary Union: Institutional issues: The European bank system and the channels of monetary stock control.. The role of ECB and autonomy, Is there a lack of sovereignty?
12. The Monetary Union: The objective of Monetary Policy. The problem of asymmetric shocks. The i-rates setting.
13. The Monetary Union: Analysis of the introduction of the euro. Pros/cons of a single currency. Assessment. The euro evolution in the exchange markets after 2 years.
14. Industrial Policies and the general issue of “public aids
15. Fiscal matters: ex, the with-holding tax issue
16. The EU Constitution
17. EU enlargement policy. Turkey, Croatia or other countries
18. EU Frontiers
19. Security and military issues in the EU
20. Stability and Growth Pact and the GIPSI problem
21. European Union Budget



PROGRAM

ENTREPRENEURIAL INITIATIVE: STARTING AND RUNNING THE BUSINESS

LECTURERS

Antonio Antón | José Más | Virginia Payá

OBJECTIVES

The main objective of this course is to study the entrepreneurial roles, motivations and activities through the study of the strategic concepts and techniques that are used by managers to plan, implement and conduct the business activities from the most general an initial stages of the entrepreneurship, until the strategic aspects of the functional business departments.

In addition the student will learn and put into practice communication skills needed to successfully present an strategic plan in front a board of directors or stakeholders.

We will pay special attention to these objectives

- Learn the entrepreneur's roles and motivations
- Learn to develop and innovation and the creativity aspects of entrepreneurship
- Research of sources of business ideas by analysing market opportunities.
- Plan and implement strategies to solve business problems.
- Integrate the strategic planning in the process of setting up the business.
- Integrate the strategic study in the market research.
- Study the planning of general and functional strategies.
- Practice and acquire skills on presenting the strategies to several audiences.



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METHODOLOGY:

LECTURES:

The contents of the course will be presented and explained, introducing and outlining the different topics with regard to business ideas, innovation, strategies and business plan development. The lectures will be supplemented by further suggested readings and case studies that will be used in the seminars and assignments.

SEMINARS:

Each week for the first four weeks there will be a seminar with readings and case studies preparations with questions to discuss in class. These materials will be available in the Campus Virtual and will be worked individually and prepared before the seminar takes place. These seminars will provide useful and interesting examples of business ideas, innovation and strategies on several stages of Entrepreneurship, becoming the background of personal initiatives towards a new personal venture creation.

WORKSHOP:

The students will work in groups on the generation of a business idea, opportunity recognition and development of a business plan in a computer lab with the assistance of the lecturer as a Business Consultant. Partial assignments and presentations will be held during the course in order to gain communication skills and interact with the group. At the end of the course the final paper will be handed in to the lecturer and presented in class.

ASSESSMENT:

The final evaluation of this course will take into account the following parts:

- Innovation of the Business Idea and notoriety of the competitive advantage. (20%)
- Strategic accuracy and coherence. (20%)
- Consistency with lessons taught. (10%)
- Business Plan appearance and PowerPoint presentation. (15%)
- Individual assignments (20%)
- Colleagues contest (15%)

PROGRAM



SELECTED BIBLIOGRAPHY:

- "Entrepreneurship & Small Business, Start-up, growth & maturity" by Paul Burns, Third Edition. PALGRAVE MACMILLAN (2011)
- Stokes and Wilson, (2011), Small Business Management and Entrepreneurship, 6th Edition, South Western Cengage Learning.
- The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan (Financial Times Series) (Paperback) by John Mullins (Author)
- The Definitive Business Plan: The Fast Track to Intelligent Business Planning for Executives and Entrepreneurs (Financial Times Series) (Paperback) by Richard Stutely (Author)
- Developing New Business Ideas: A Step-by-step Guide to Creating New Business Ideas Worth Backing (Financial Times Series) by Mary Bragg (Author), Andrew Bragg (Author)
- Small Business Ideas: 400 Latest and Greatest Small Business Ideas (Paperback) by Terry J. Kyle (Author)
- Drucker, Peter (1999) Innovation and Entrepreneurship. Butterworth Heinemann
- Strategy: Create and Implement the Best Strategy for Your Business by Harvard Business School (Paperback - Jul 31, 2005) Developing Business Strategies, 6th Edition by David A. Aaker (Hardcover - Aug 10, 2001)
- DRIVEN: Business Strategy, Human Actions, and the Creation of Wealth by Joel Litman and Mark L. Frigo (Paperback - Jan 19, 2008)
- The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives by Carl W. Stern and Michael S. Deimler (Hardcover - April 28, 2006)
- Business Strategy: A Guide to Effective Decision-Making (The Economist Series) by Jeremy Kourdi (Hardcover - Oct 29, 2003)
- Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter (Hardcover - Jun 1, 1998)

TEACHERS

The teaching team is made up of a selection of highly-qualified professionals with extensive experience in the area of leadership and management of organizations in local, national and international environments. In addition to their academic background, it is noteworthy to mention their teaching experience and ability.

More information about teachers



Antonio Antón



María de Juan



Oana Driha



José L. Gascó



María Reyes Gonzalez



Juan Llopis



José Mas



Virginia Paya



Felipe Ruiz



Eva Toledo

ACADEMIC CALENDAR AND TIMETABLES



FIRST SEMESTER

September 15 - November 21

HOURS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
15-17	HUMAN RESOURCES MANAGEMENT	HUMAN RESOURCES MANAGEMENT	ENTREPRENEURIAL INITIATIVE	ENTREPRENEURIAL INITIATIVE
17-19	INTERNATIONAL MARKETING	INTERNATIONAL MARKETING	ECONOMY OF THE EU	ECONOMY OF THE EU

SECOND SEMESTER

February 2 - April 10

HOURS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
15-17	ENTREPRENEURIAL INITIATIVE	ENTREPRENEURIAL INITIATIVE	HUMAN RESOURCES MANAGEMENT	HUMAN RESOURCES MANAGEMENT
17-19	ECONOMY OF THE EU	ECONOMY OF THE EU	INTERNATIONAL MARKETING	INTERNATIONAL MARKETING

■ COLLABORATIVE INSTITUTIONS



COLLABORATIVE INSTITUTIONS

This is the list of institutions which collaborate with us:

- ALI ABROAD
- CEA STUDY ABROAD
- CIEE STUDY ABROAD
- CCCS SPANISH STUDIES ABROAD
- USAC

REGISTRATION AND FEES



REGISTRATION AND FEES

Would you like to learn more about the Business and Management Program? Please contact us by email to bmp@ua.es if you have any questions or need information on how to submit your application.

CONTACT US:

Business and Management Program

Departamento de Organización de Empresas
Facultad de Ciencias Económicas y Empresariales
Universidad de Alicante

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FEES:

Course 1: 500 €

Course 2: 500 €

Course 3: 500 €

Course 4: 500 €

Program 2000 €



PARTNERS

