



## COURSE TECHNICAL DATA

Course Information	
ECTS Credits	3
Degree	Master in Finance / Master Universitario en Finanzas por la Universidad Pontificia de Comillas
Professor	Robert Antonides // Jorge Martín // Jaime Castello //
Name	Business management Fundamentals
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## OBJETIVOS Y CONTENT

### OBJECTIVES

Business Management Fundamentals is designed specifically for the student to acquire a basic knowledge of management and business functions and operations through the use of a complex and realistic business simulator. The main learning objective of the course is to capacitate the student with a general vision of management and business decision making.

The student will also acquire basic analytical and critical thinking skills by interpreting business data as a basis for decision making.

The student will also acquire team skills, communication skills and negotiation skills, as the entire course is delivered through team activities.

Specifically, the following Advantere learning objectives will be addressed.

**CONTENT LEARNING-** Students integrate and use different concepts learned to solve complex problems.

**LEADERSHIP** - Students practice continuous discernment with flexibility and adaptation to rapidly changing contexts. Students acquire self awareness: they understand their strengths, weaknesses and values. Students live with a purpose and have a vision of the world embracing change with ambition and full respect for the people they walk with. Students integrate and use different concepts learned to solve complex problems

**TEAMING AND COLLABORATION** - Students create and maintain effective working relationships and identify and resolve interpersonal teaming conflicts to achieve a common goal.

**INTRINSIC MOTIVATION** - Students diagnose learning needs, set learning goals, identify learning resources, select and implement learning strategies, and self-evaluate and reflect on learning outcomes.

**CRITICAL THINKING** - Students apply higher- level, process-oriented thinking, consider an issue from a range of possible perspectives, and use that reasoning to make decisions.

**COMMUNICATION SKILLS** - Students clearly express ideas to an intended audience, including persuading others to work towards a common goal.

**FLEXIBILITY AND ADAPTABILITY** - Students have the ability and willingness to change actions and plans to overcome present and future challenges.

**DESIGN AND CREATIVITY** - Students have the ability to think of ideas and create solutions to problems without clearly defined structures.

### CONTENTS

1. Introduction to Management & Course Overview
2. Business Strategy & Competitive Analysis
3. Financial Management
4. Operations Management
5. Marketing & Sales Strategy



## TEACHING METHODOLOGY

### General methodological aspects of the course

This class utilizes cooperative group learning techniques supported by a business proven business simulation application. The student groups will receive business reports which they must analyze in group and individually to drive consensus group business decisions to reach a common objective.

The course will use a Marketplace® Simulations business game, which provides a fundamental added value to the learning process, putting into practice the knowledge acquired in different areas such as general management, operations, human resources, marketing, finance, social impact, etc. The product simulates the management of a company in a real market, not in an abstract and general way. As in real life, the market is dynamic and varies depending on the decisions made by the different teams. It allows the application and development of analysis, planning, action and assessment skills, as well as training for teamwork and the development of emotional intelligence.

Student learning will be assessed by participation in group discussions; their ability to analyze data and reason their decision making made; and their ability to present and communicate effectively. Note that success on these learning engagement activities depends on the student responsibility to read assigned instructional materials and participate actively in the course group project. All learning activities will be closely monitored by your assigned professor to ensure progress to goal fulfillment, as well as to ensure an acceptable level of student satisfaction and engagement in with learning, and in meeting set deadlines.

## EVALUATION AND GRADING CRITERIA

Evaluation Activities	(%)
Group and individual dynamics and participation	15%
Group and individual participation in the work sessions with your professors	40%
Final Group Project Presentation	30%
Individual Assessment; Final Exam	15%

### Grading

Class Participation: Students will be evaluated for their proactive contribution in class by offering ideas and/or regularly asking questions and/or consistently working on the group project all the time. These ideas or questions should aim to enrich and/or expand discussions by relating the discussed topics to others, either from the same course or a different one. Students should listen without interrupting when others speak, either working in groups or in class, incorporating new angles into the discussion or elaborating more on other students' ideas. Additionally, contributing to the overall class environment and being positively prepared for sessions, i.e., covering the recommended readings for each session, will be taken into account.



Full attendance is mandatory (including class excursions/site visits, Master Classes, and informal sessions, among others) and will be checked at the beginning of each class; students who miss many classes or are frequently late will see a reduction in their participation grade.

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

#### Simulator:

- All required resources and materials will be provided online within the Marketplace® Simulations business simulator application. Each student will receive a username and password to access the simulator and all the required readings.

#### Articles:

- Organizing for the Future, Nine Keys to Becoming a Future Ready Company, 2021, McKinsey & CO.
- Five Principles of Great Management, Bill Davis, Forbes School of Business and Technology® at the University of Arizona, December 2021.
- Understanding Organizational Structures, Society for Human Resources Management (SHRM), 2023
- Leading Management Principles, Leadercast, 2023 Video:
- McKinsey 7S Framework Overview, Expert Program Management (EPM)