



## COURSE DESCRIPTIONS

# Bachelor's Degree in Accounting and Finance

### ➤ 1<sup>st</sup> year

#### **5575 PRINCIPLES OF ECONOMICS**

##### **PART I: INTRODUCTION TO THE ECONOMY**

###### **Lesson 1: The foundations of the economy.**

- 1.1. Concept and method in economy.
- 1.2. Scarcity and need to choose: the frontier of possibilities of production.
- 1.3. The assignation of resources in a market-based economic system.

##### **PART II: INTRODUCTION TO THE MICROECONOMY**

###### **Lesson 2: Demand, offer and price.**

- 2.1. Demand.
- 2.2. Offer.
- 2.3. Market equilibrium.
- 2.4. Applications of the analysis of offer and demand.

###### **Lesson 3: Elasticity and their applications.**

- 3.1. The elasticity of demand.
- 3.2. The elasticity of the offer.
- 3.3. Applications of the elasticity of offer and demand.

###### **Lesson 4: Firm: production and costs.**

- 4.1. Basic concepts.
- 4.2. Productive activity of the firm.
- 4.3. Production costs.

###### **Lesson 5: Perfect competition.**

- 5.1. Concept and assumptions of the model.
- 5.2. Short-term competitive equilibrium.

###### **Lesson 6: Imperfect competition.**

- 6.1. The monopoly.
- 6.2. Monopolistic competition.
- 6.3. The oligopoly.

##### **PART III: INTRODUCTION TO THE MACROECONOMY**

###### **Lesson 7: National accounting basic economic problems.**



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- 7.1. The objectives of the macroeconomy.
- 7.2. Gross National Product. Procedures for its estimation.
- 7.3. GDP nominal and economic growth rate.

## **Lesson 8: The asset market and fiscal policy.**

- 8.1. The components of aggregate demand.
- 8.2. The Keynesian model of rent determination.
- 8.3. Fiscal policy.

## **Lesson 9: The money market and monetary policy.**

- 9.1. Concept and functions of money.
- 9.2. Monetary demand and offer.
- 9.3. The multiplier of money.
- 9.4. The European Central Bank (ECB) and monetary policy.

## **5576 STATISTICS**

### **Lesson 1: Concept and content of statistics.**

- 1.1 Introduction.
- 1.2 Meaning of the term "Statistics".
- 1.3 Descriptive and Inferential Statistics. Statistical method.
- 1.4 Population and sample.
- 1.5 Methodology of Statistics.
- 1.6 Statistics in the Economy and in the Firm.

### **Lesson 2: Statistical Information.**

- 2.1 Characteristics of a population.
- 2.2 Sources of information.
- 2.3 Frequency distributions.
- 2.4 Graphical representations.

### **Lesson 3: Statistical analysis of a variable.**

- 3.1 Measures of position and central tendency.
- 3.2 Measures of dispersion.
- 3.3 Measures of asymmetry and form.
- 3.4 Measures of concentration.

### **Lesson 4: Statistical analysis of two or more variables.**

- 4.1 Bidimensional distributions.
- 4.2 N-dimensional distributions. Characteristics.
- 4.3 Correlation and Regression.

### **Lesson 5: Statistical analysis of ordinal data and categories.**



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- 5.1 Statistics of an attribute.
- 5.2 Statistics of two attributes.
- 5.3 Contingency tables (h x k).
- 5.4 Correlation by ranges. Coefficients.
- 5.5 Mixed statistics.

## **Lesson 6: Time Series.**

- 6.1 Introduction. Concept and representation.
- 6.2 Components of a time series.
- 6.3 Analysis of the tendency.
- 6.4 Seasonal variations.
- 6.5 Cyclic component.
- 6.6 Self-correlation and serial correlation.

## **Lesson 7: Index numbers.**

- 7.1 Concept and types.
- 7.2 Operations with indices.
- 7.3 Consumer price index and other indices.

## **Lesson 8: Probability theory.**

- 8.2 Probability concepts.
- 8.2 Random variables.
- 8.3 Characteristics of the probability distributions.

## **5577 BUSINESS LAW**

### **Lesson 1.- Business law.**

- 1. Concept and sources. Public Law and Private Law. Civil Law, Mercantile Law, Employment Law, and Social Security Law.
- 2. The physical person as an entrepreneur.
- 3. The legal person: associations, foundations.
- 4. Common joint ownership and civil society.

### **Lesson 2.- The sources of the obligations.**

- 1. Their regulation in the Civil Code.
- 2. Unilateral intent as a source of the obligations: public promise of reward and competitions with prizes.

### **Lesson 3.- Extracontractual responsibility.**

- 1. Concept and elements. Types of responsibility.
- 2. Responsibility of the entrepreneur for the acts of workers in his employment.
- 3. Responsibility for defective products.



4. Special reference to the responsibility of the accounts auditor.
5. Civil liability insurance.

## **Lesson 4.- General Law of contracts.**

1. Concept of the contract. Brief reference to normative contracts: collective agreements.
2. Contract requirements. Drafting and completion of the contract.
3. Content and efficacy of the contract.
4. The general conditions of contracting. Abusive clauses.
5. Consumer and user protection: concept and basic rights. Contractual advertising and right to desist.

## **Lesson 5.- Contractual responsibility.**

1. Non-compliance with obligations. Non-compliance with the contract.
2. Delay in compliance with the obligations.
3. Credit guarantees; real and personal.

## **Lesson 6.- Principal contracts**

1. The sales contract.
2. The leasing contract; of a firm, a business place.
3. The hiring of materials and services.
4. Mandate contract. Work contract.

## **5579 MATHEMATICS**

### **FIRST PART: ALGEBRA**

#### **Lesson 1: MATRIXES I.**

- 1.1.- Concepts.
- 1.2.- Sum matrixes.
- 1.3.- Product of matrixes.
- 1.4.- Partition and transposition.

#### **Lesson 2: DETERMINANTS.**

- 2.1.- General concepts.
- 2.2.- Development of a determinant.
- 2.3.- Sum and product.
- 2.4.- Vandermonde Determinant.

#### **Lesson 3: MATRIXES II.**

- 3.1.- Inverse Matrix.
- 3.2.- Orthogonal Matrixes.
- 3.3.- Trace of a matrix.
- 3.4.- Idempotent matrixes.
- 3.5.- Range.



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## **Lesson 4: LINEAR EQUATION SYSTEMS.**

- 4.1.- Generalities.
- 4.2.- Regular linear systems. Cramer's Rule.
- 4.3.- Theorem of Rouche-Frobenius.
- 4.4.- Homogeneous systems.

## **Lesson 5: DIAGONALIZATION AND QUADRATIC FORMS.**

- 5.1.- Equivalent and similar matrixes.
- 5.2.- Vectors and values of a squared matrix.
- 5.3.- Diagonalization.
- 5.4.- Quadratic forms

## **SECOND PART: DIFFERENTIAL AND INTEGRAL CALCULUS**

### **Lesson 6: REAL NUMBER SETS.**

- 6.1.- Intervals and environments.
- 6.2.- Theorem of Bolzano-Weierstrass.
- 6.3.- Extremes.
- 6.4.- Other definitions.
- 6.5.- Concept of the function.

### **Lesson 7. SUCCESSIONS OF REAL NUMBERS.**

- 7.1.- Concept.
- 7.2.- Limits.
- 7.3.- Properties of the limits.
- 7.4.- General criteria of Cauchy convergence.
- 7.5.- Limit of operational results.

### **Lesson 8: LIMITS OF FUNCTIONS I.**

- 8.1.- Definitions.
- 8.2.- General criterion of Cauchy convergence.
- 8.3.- Properties of the limits.
- 8.4.- Limits of operational results.

### **Lesson 9: LIMITS OF FUNCTIONS II.**

- 9.1.- Comparison of infinites and infinitesimals.
- 9.2.- Asymptotically equivalent functions and successions.
- 9.3.- Infinites and infinitesimal equivalents.
- 9.4.- Principal of substitution.

### **Lesson 10: CONTINUOUS FUNCTIONS.**

- 10.1.- Concept of continuity.
- 10.2.- Classification of discontinuities.
- 10.3.- Properties of continuous functions.



- 10.4.- Theorems of Bolzano, Darboux and Weierstrass.
- 10.5.- Other theorems.

## **Lesson 11: DERIVABLE FUNCTIONS.**

- 11.1.- Concept of the derivative.
- 11.2.- First properties of derivable functions.
- 11.3.- Concept of relative maximum and minimum.
- 11.4.- Theorems of Rolle, Cauchy and Lagrange.
- 11.5.- Elasticity.
- 11.6.- L'Hôpital's rule.

## **Lesson 12: LOCAL OR RELATIVE MAXIMUMS AND MINIMUMS. CONCAVITY AND CONVEXITY.**

- 12.1.- Maximums and minimums; definitions; necessary.
- 12.2.- Sufficient condition.
- 12.3.- Concavity and convexity.

## **Lesson 13: CONSTRUCTION OF THE EQUATION CURVE $Y=F(X)$ .**

- 13.1.- General method.

## **Lesson 14: FUNCTIONS OF VARIOUS VARIABLES.**

- 14.1.- The plane  $R^2$ .
- 14.2.- The space  $R^n$ .
- 14.3.- Functions of various variables.

## **Lesson 15: LIMITS AND CONTINUITY IN FUNCTIONS OF VARIOUS VARIABLES.**

- 15.1.- Limit of a two-variable function.
- 15.2.- Limit of an n-variable function.
- 15.3.- Continuity of a two-variable function at a point.

## **Lesson 16: DERIVATIVE AND DIFFERENTIAL.**

- 16.1.- Partial and total increase of a function.
- 16.2.- Partial derivatives of two-variable function.
- 16.3.- Differential.
- 16.4.- Derivation of compound functions.
- 16.5.- Derivation of implicit functions.
- 16.6.- Matrix notation.
- 16.7.- Partial elasticity.

## **Lesson 17: HOMOGENEITY.**

- 17.1.- Homogeneous functions: Definition and properties.
- 17.2.- Euler's theorem.

## **Lesson 18: INTEGRALS I.**



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- 18.1.- Definitions.
- 18.2.- Integrable functions. Properties.
- 18.3.- First fundamental theorem of infinitesimal calculus.
- 18.4.- Second fundamental theorem of infinitesimal calculus.

## **Lesson 19: INTEGRALS II.**

- 19.1.- Integrals with infinite integration limits.
- 19.2.- Integrals of non-bounded functions at some point.
- 19.3.- Approximate calculus of integrals.
- 19.4.- Double integrals.

## **5582 IT MANAGEMENT FOR BUSINESS**

### **BLOCK 1**

#### **Lesson 1. Introduction to computing.**

- 1.1.- Computing: Brief history, Present and Future.
- 1.2.- Concepts and Definitions.
- 1.3.- Stages of data processing.
- 1.4.- Physical architecture or hardware.
- 1.5.- Logical programming or software.
- 1.6.- Operating systems.
- 1.7.- Brief introduction to networks and the Internet.

#### **Lesson 2. Information Systems in the Firm.**

- 2.1.- Introduction to Information Systems.
- 2.2.- Components of Information Systems.
- 2.3.- Types of Information Systems.
- 2.4.- Business Information Systems.
- 2.5.- Management of computing processes in the firm: control, security.

### **BLOCK 2**

#### **Lesson 3. Computing Tools and Services of the University of Burgos.**

### **BLOCK 3**

#### **Lesson 4. Spreadsheets.**

- 4.1 Fundamental concepts of a spreadsheet.
- 4.2 Creation, selection, duplication and elimination.
- 4.3 Cell values and references.
- 4.4 Functions and formulas.
- 4.5 Formatting and printing spreadsheets.
- 4.6 Tables or lists of data.
- 4.7 Spreadsheet graphs.



4.8 Advanced characteristics of EXCEL (search objective, macros, solver...).

## **BLOCK 4**

### **Lesson 5. DATABASES.**

- 5.1.- Introduction.
- 5.2.- Concepts and structure of a Database.
- 5.3.- Data models. The Entity Relation Model.
- 5.4.- Database Management Systems.
- 5.5.- Basic concepts of Relational Databases.
- 5.6.- Creation of a Database in MS ACCESS.
- 5.7.- Creation of Tables. Introduction of Data.
- 5.8.- Relations between Tables.
- 5.9.- Data queries and updating.
- 5.10.- Forms.

## **5578 FUNDAMENTALS OF BUSINESS ADMINISTRATION**

### **Lesson 1.- MARKETS AND ORGANIZATIONS.**

- 1.1. The economic problem.
- 1.2. The division of work. Specialization. Coordination.
- 1.3. Description of coordination in the market and in the organization.
- 1.4. Markets and organizations: Information.
- 1.5. Analysis of Transaction Costs in the market and in the organization.

### **Lesson 2.- OBJECTIVES OF THE FIRM.**

- 2.1. Agency theory: the firm as a nexus of contracts.
- 2.2. The creation of sustainable value as an objective.
- 2.3. Corporate Social Responsibility of the firm.

### **Lesson 3.- THEORIES ON THE MANAGEMENT OF THE FIRM.**

- 3.1. Classic schools of the organization.
- 3.2. The School of Human Relations.
- 3.3. Behavioral theory.
- 3.4. Contingency theory.

## **MANAGEMENT FUNCTIONS**

### **Lesson 4.- FIRM MANAGEMENT.**

- 4.1. The nature of management work.
- 4.2. Decisions and their types.
- 4.3. Decision-making processes.
- 4.4. Management levels.





## **Lesson 5.- PLANNING AND CONTROL.**

- 5.1. The planning process.
- 5.2. Elements of planning.
- 5.3. Control in the firm.
- 5.4. Types of control.
- 5.5. The integration of planning-control.

## **Lesson 6.- ORGANIZATIONAL DESIGN OF THE FIRM I.**

- 6.1. Concept of organizational structure.
- 6.2. Diversity of approaches on the design of the organizational structure.
- 6.3. Structural dimensions.
- 6.4. Process of structural formation and development.

## **Lesson 7.- ORGANIZATIONAL DESIGN OF THE FIRM II.**

- 7.1. Elements that compose the formal organizational structure.
- 7.2. Basic structural models.
- 7.3. New organizational models.

## **Lesson 8.- INTRODUCTION TO HUMAN RESOURCES MANAGEMENT.**

- 8.1. Introduction.
- 8.2. Incorporation of workers in the firm.
- 8.3. Training in the firm.
- 8.4. Staff motivation.
- 8.5. Evaluation of performance, rewards and incentives.

## **5580 COMMERCIAL LAW**

### **Lesson 1. FIRM AND ENTREPRENEUR.**

1. The firm in a legal framework.
2. Sources of company law. Mercantile custom and uses.
3. Concept of entrepreneur.
4. Commercial practice: Capacity and restrictions to exercise business activity.
5. The exercise of a business activity: underage and married people.
6. Collaborators with the entrepreneur.
7. The Mercantile Register.

### **Lesson 2. THE LEGAL REGIME OF COMPETITION AND INDUSTRIAL LAW.**

1. Competition: the defense of free competition.
2. The restraint of disloyal competition.
3. Commercial advertising.
4. The protection of inventions.
5. The protection of distinctive signs.



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## **Lesson 3. MERCANTILE COMPANIES.**

### 1. General framework.

- 1.1 The company contract.
- 1.2 Typical social forms.
- 1.3 The legal person of companies. Unregistered and de facto companies.

### 2. Partnerships:

- 2.1 Business partnerships.
- 2.2 Simple Limited Partnership and the participating accounts.

### 3. Capitalist companies: general aspects.

### 4. The Limited Company: fundamental features of the social type.

- 4.1 Constitution of the Ltd. Company.
- 4.2. Social contributions and payments pending.
- 4.3 The share as a part of social capital and its representation.
- 4.4. Shareholder rights and the transmission of the status of partner. Own portfolio.
- 4.5 The issuance of bonds.
- 4.6 The general meeting of shareholders and the organs of administration.
- 4.7 Statutory modifications.
- 4.8 Structural modifications.
- 4.9 Dissolution, liquidation and termination.

### 5. The Limited Company: concept and nature.

- 5.1 Constitution of the LC.
- 5.2 Social participation: nature and regime.
- 5.3 Member rights and obligations.
- 5.4 Organs of the LC: the Management Board and the Administrative Board.
- 5.5 Dissolution, liquidation and termination.

### 6. The single shareholder company.

### 7. Other legal forms of the firm:

- 7.1 LC New Firm.
- 7.2 Cooperative Company.
- 7.3 Worker Cooperative (Worker-owned business).
- 7.4 Groups of economic interest.

## **Lesson 4. MERCANTILE CONTRACTS.**

- 1. General framework of mercantile obligations.
- 2. Particularities of mercantile contracts.
- 3. The commercial sales contract and contracts similar to Mercantile Contracts.
- 4. Collaborative contracts.
- 5. Financial and banking contracts.



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6. Transport contract.
7. Insurance contracts.
8. Stock exchange contracts.

## **Lesson 5. SECURITIES.**

1. Concept and characters of securities.
2. Type of securities – stocks and shares.
3. Electronic stocks and shares: account entries.
4. Bill of exchange.
5. The check and the I.O.U.

## **Lesson 6. INSOLVENCY REGULATIONS.**

1. Budgets, insolvency bodies and types of insolvency.
2. Effects of the declaration of insolvency.
3. The conclusion of insolvency and other questions.

## **5581 INTRODUCTION TO ACCOUNTING**

### **ACCOUNTING INFORMATION**

#### **Lesson 1 ACCOUNTING INFORMATION SYSTEMS.**

- 1.1. Accounting as an information system.
- 1.2. Users and requirements of accounting information.

### **CONCEPTUAL FRAMEWORK**

#### **Lesson 2 THE CONCEPTUAL FRAMEWORK.**

- 2.1. Definition of property elements.
- 2.2. Accounting principles.
- 2.3 Valuation criteria.

### **STATEMENT OF IMMOVABLE ASSETS OF THE FIRM**

#### **Lesson 3. STATEMENT OF IMMOVABLE ASSETS OF THE FIRM.**

- 3.1 Concept of immovable assets and inventory.
- 3.2 Basic accounting identity.
- 3.3 On-balance sheet assets.

### **ACCOUNTING TRANSACTIONS**

#### **Lesson 4 REGISTER OF ACCOUNTING TRANSACTIONS.**

- 4.1. Analysis and classification of accounting transactions.
- 4.2. The accounting method.



## **THE ACCOUNTING PROCESS**

### **Lesson 5 THE ACCOUNTING PROCESS.**

- 5.1. Stages of the accounting process.
- 5.2. Preparation of the accounting statements.

## **DETERMINATION OF THE FINANCIAL YEAR RESULT**

### **Lesson 6 DETERMINATION OF THE FINANCIAL YEAR RESULT OF COMMERCIAL FIRMS.**

- 6.1. Inventory accounting procedures.
- 6.2. The methods of assigning value to inventories: FIFO and average weighted price.

## **5583 FINANCIAL MATHEMATICS**

### **1.- Fundamentals of financial calculations.**

- 1.1.- Financial operations.
- 1.2.- Laws of financial valuation.
- 1.3.- Capital equivalences.
- 1.4.- Equivalent rates.
- 1.5.- Capitalization and discount for different annual periods.

### **2.- Valuation of financial revenue.**

- 2.1.- Introduction to the valuation of financial revenue.
- 2.2.- Constant revenue.
- 2.3.- Variable revenue.
- 2.4.- Revenue in simple interest and commercial discounts.

### **3.- Short-term equivalent rates and banking operations.**

- 3.1.- Cash rates of financial operations.

### **4.- Loans.**

- 4.1.- Loan repayment.
- 4.2.- Financial value and cash rates for loans.

### **5.- Loan capital.**

- 5.1.- Introduction to loan capital.
- 5.2.- Financial value and cash rates.



## ➤ 2<sup>nd</sup> year

### **5586 MACROECONOMICS**

#### **PART I. INTRODUCTION**

##### **Lesson 1. INTRODUCTION TO METHODOLOGY IN ECONOMY.**

- 1.1. Economic science and the macroeconomic point of view.
- 1.2. Method in economics. Some singularities of economic research.
- 1.3. Introduction to the macroeconomic debate.

#### **PART II. ECONOMIC AND POLITICAL MODELS**

##### **Lesson 2. THE NEOCLASSICAL SYNTHESIS MODEL: THE IS/LM (INVESTMENT SAVING-LIQUIDITY PREFERENCE MONEY SUPPLY) MODEL.**

- 2.1. The asset market: the IS curve.
- 2.2. Financial assets: reason for its existence and classification.
- 2.3. Money in the Keynesian system.
- 2.4. The assets market: the LM curve.
- 2.5. Equilibrium of goods and assets: the IS-LM mode.

##### **Lesson 3. AGGREGATE OFFER AND DEMAND.**

- 3.1. Keynesian aggregate demand.
- 3.2. The Keynesian vision of the employment market.
- 3.3. Keynesian aggregate offer.
- 3.4. Determination of the level of equilibrium income and prices of the economy: the AO-AD model.
- 3.5. Fluctuations of offer.

##### **Lesson 4. FISCAL POLICY.**

- 4.1. Fundamentals and basic content of fiscal policy.
- 4.2. The efficacy of fiscal policy in the framework of the IS-LM model.
- 4.3. Analysis of the effects of fiscal policy on the model of aggregate offer and demand.
- 4.4. Automatic stabilization.
- 4.5. An indicator of the sign of fiscal policy: the budgetary balance of full employment.
- 4.6. Problems of fiscal policy.

##### **Lesson 5. MONETARY POLICY.**

- 5.1. Objectives instruments of monetary policy of the Central European Bank (CEB)
- 5.2. The efficacy of monetary policy in the IS-LM framework.
- 5.3. Analysis of the effects of monetary policy on the model of aggregate offer and demand.
- 5.4. Limitations of monetary policy.



## **Lesson 6. OTHER SCHOOLS OF ECONOMIC THOUGHT.**

- 6.1. Monetarism.
- 6.2. The New Classic Macroeconomy.
- 6.3. The New Keynesian Macroeconomy.
- 6.4. The economy of Happiness and the Theory of Degrowth.

## **PART III. BASIC ECONOMIC PROBLEMS**

### **Lesson 7. INFLATION.**

- 7.1. Inflation: concept and measurement.
- 7.2. Why is price stability necessary: the effects of inflation?
- 7.3. Theoretical interpretations of the causes of inflation.
- 7.4. Anti-inflationist measures.

### **Lesson 8. UNEMPLOYMENT.**

- 8.1. Unemployment: concept and measurement.
- 8.2. The importance of the problem of unemployment: its costs.
- 8.3. Types of unemployment. Theoretical proposals on unemployment.
- 8.4. Unemployment policy.
- 8.5. The price-employment stability conflict: the Phillips Curve.

### **Lesson 9. INCOME DISTRIBUTION INEQUALITY.**

- 9.1. Income distribution: different perspectives and causes of inequality.
- 9.2. The measurement of income distribution.
- 9.3. Income redistribution policy.

## **PART IV. THE MACROECONOMY IN AN OPEN ECONOMY.**

### **Lesson 10. THE BALANCE OF PAYMENTS AND EXCHANGE RATES.**

- 10.1. Introduction: international economic relations and the balance of payments.
- 10.2. The current account balance.
- 10.3. The capital account balance.
- 10.4. The financial balance.
- 10.5. Account equilibrium and economic equilibrium in the balance of payments.
- 10.6. The foreign currency market.
- 10.7. Setting the exchange rate: floating exchange rates and exchange rates.

### **Lesson 11 MACROECONOMIC ANALYSIS OF AN ECONOMY.**

- 11.1. The trade in goods, market equilibrium and the commercial balance.
- 11.2. International mobility of capital.
- 11.3. The Mundell and Fleming model: perfect mobility of capital in a system of fixed exchange rates.
- 11.4. Perfect mobility of capital in a system of floating exchange rates.



## **5587 ACCOUNTING AND FINANCIAL LAW**

### **FIRST PART. PRELIMINARY NOTIONS OF ACCOUNTING LAW.**

#### **LESSON 1: CONCEPT OF ACCOUNTING LAW.**

1. Concept, particularities and function.
2. Historic evolution.
3. The relations between accounting Law and relations with legal disciplines.
  - 3.1. The relations between Tax Law and Accounting Law.
  - 3.2. The relations between Tax Law and Mercantile Law.
  - 3.3. The relations between Tax Law and Private Law.
4. Money saving options relating to the company and tax.

#### **LESSON 2. THE SOURCES OF ACCOUNTING LAW (I).**

1. Sources of accounting Law. Classes.
  - 1.1. The normative hierarchy principal.
  - 1.2. The principle of Reserve of the Law.
  - 1.3. The principle of competence.
2. The Constitution.
3. The Law. Concept and classes.
  - 3.1. Ordinary Laws.
  - 3.2. Organic Laws.
  - 3.3. Accountancy norms. Classes.
4. Government acts with force of Law.
  - 4.1. The Legislative Decree.
  - 4.2. The Decree Law.
5. Regulatory acts of the Government.
  - 5.1. The Regulation. General Accountancy Plans.
  - 5.2. Ministerial Orders.
6. Dispositions of an administrative nature.
  - 6.1. Decisions of the Accounting and Auditing Institute.
  - 6.2. Binding consultations of the *Dirección General of Tributos* (General Directorate of Tax).
  - 6.3. The accounting norms of the *Comisión Nacional del Mercado of Valores* (National Stock Exchange Commission).
  - 6.4. Accounting norms of the Bank of Spain.

#### **LESSON 3. SOURCES OF ACCOUNTING LAW (II).**

1. The General Principles of Law.
  - 1.1. Legal-Accounting Principles.
  - 1.2. The principle of a faithful account.
2. Jurisprudence and Scientific Doctrine.
3. International Treaties. Their integration in Spanish Law.



- 3.1. Antecedents. International Organisms.
- 3.2. International Accounting Norms.
- 3.3. International Financial Information Norms.
4. The Law of the European Union. The influence of accounting harmonization on company tax.

## **SECOND PART. COMPLIANCE WITH ACCOUNTING AND REGISTRATION DUTIES**

### **LESSON 4. COMPLIANCE WITH THE DUTY TO ACCOUNT.**

1. Nature of the duty.
2. Liable entities.
3. The function of accounting books and documents. Obligatory, ancillary, and voluntary books.
4. The day book, book of inventories, and annual accounts books.
5. The requirement for orderly and proper accounting.
6. The form. Correction of errors.
7. The place.
8. The time. Opening and closure of books.
9. Legalization.
10. The duty to conserve documents.

### **LESSON 5. ANNUAL INDIVIDUAL ACCOUNTS.**

1. Content, function and finality.
2. Information requirements. True and faithful account.
3. Criteria of accounts valuation and recording of the accounts items.
4. The annual accounts.
5. Abbreviated and normal models of annual accounts for SMEs.

### **LESSON 6. THE ANNUAL CONSOLIDATED ACCOUNTS, AND THE LEGAL MODIFICATION OF THE COMPANY.**

1. Annual consolidated accounts. Consolidation of accounts statements. Business mergers.
2. The entities of consolidation. Consolidation methods.
3. Operations of organization and business restructuring. Legal modification of the company.
4. Accounts statements in special situations. Winding up and liquidation of Companies. Accounting for company transformations. Meeting of creditors.
5. Business mergers. Combination of businesses and joint businesses. Accounting problems.
6. Other business mergers. Mergers, demergers, contribution of assets, exchange of shares and transfer of assets.

### **LESSON 7. VERIFICATION OF THE ACCOUNTS BY THE AUDITORS.**

1. Regulatory norms.
2. The concept and task of accounts audits.
3. Companies that must be audited.
4. Appointment of the Auditors.





5. The Auditing periods. Auditing reports.

## **LESSON 8. THE APPROVAL OF THE ANNUAL ACCOUNTS.**

1. Calling of the ordinary general Meeting. Deadlines.
2. Holding of the General Meeting.
3. Application of the result.
4. Distribution of dividends.
5. Amounts on account of future dividends.

## **LESSON 9. DEPOSIT AND NOTIFICATION OF ANNUAL ACCOUNTS.**

1. Deposit of the annual accounts.
2. Registry transparency.
3. The probatory value of accounting.
4. Expert accounting evidence.
5. Other registry effects. Communication, exhibition, the protection of accounting, The duty to retain accounts.

## **THIRD PART. ACCOUNTING LAW AND TAX OBLIGATIONS**

### **LESSON 10. FORMAL OBLIGATIONS FOR THE COMPLETION OF ECONOMIC ACTIVITIES.**

1. The duty to deliver and issue invoices.
2. Invoices and Value Added Tax.
3. Invoicing obligations.
4. Census obligations.
5. Other invoicing documents.

### **LESSON 11. OBLIGATIONS TO RECORD VALUE-ADDED TAX.**

1. Accounting obligations. Formal requirements. Periods and rectification of accounting records.
2. Exceptions to the obligation of keeping books.
3. VAT accounts books. Special regimes.
4. Content of registered documents.
5. Accounting treatment. Input VAT. Output VAT. Liquidation.
6. Formal liquidation of VAT. Monthly, quarterly, and annual declarations.

### **LESSON 12. OBLIGATIONS IN ACCOUNTS BOOKS IN RELATION TO INCOME TAX ON PHYSICAL PERSONS.**

1. Mercantile entrepreneurs in normal direct estimation.
2. Non-mercantile entrepreneurs in normal direct estimation and entrepreneurs in direct simplified estimation.
3. Professionals in direct estimation.
4. Entrepreneurs and professionals in objective estimation.
5. Other obligations: employee costs. Tax withheld. Tax withheld and payment on account.



## **LESSON 13. ACCOUNTING OBLIGATIONS IN RELATION TO COMPANY TAX.**

1. Registry obligations. Special information requirements for company tax.
2. Determination of the base amount: accounting base. Tax base.
3. Permanent and temporal differences. Assessment criteria.
4. Accounting treatment. Current tax. Differed tax. Adjustments to tax payable on profits and tax returns.
5. Company tax consolidation rules. Formal obligations in the tax group. Extinction of the tax consolidation regime.

## **LESSON 14. UNLAWFUL PRACTICES IN ACCOUNTING AND TAX MATTERS.**

1. Unlawful tax practices: general ideas and classification.
2. Tax infractions: Legal definition and elements of the infraction, offending entities, classes of infractions and extinction of the liability arising from the infractions.
3. Tax penalties: Classes, grading criteria, extinction. Sanctioning procedure.
4. Offenses against the Public Treasury: offense of tax fraud, accounting offenses, tax evasion affecting the assets of the European Community, Social Security tax evasion. Fraudulent receipt of subsidies and grants from Public Administrations.

## **5588 FINANCIAL ACCOUNTING**

### **ACCOUNTING REGULATIONS**

#### **Lesson 1.- Accounting standards.**

- 1.1. Introduction to accounting regulations.
- 1.2. Accounting standards in the European Union.
- 1.3. Accounting standards in Spain.

### **OPERATIONAL, PRODUCTIVE INVESTMENT, FINANCIAL INVESTMENT, AND FINANCING TRANSACTIONS**

#### **Lesson 2.- Operational expenditure and income.**

- 2.1.- Introduction.
- 2.2.- IVA on operational transactions.
- 2.3.- Purchase and sale of stock.
- 2.4.- Other operational expenditure and income.
- 2.5.- Adjustments by periods.

#### **Lesson 3.- Treasury, creditors and debtors by commercial operations and adjustments by periods.**

- 3.1.- Treasury.
- 3.2.- Suppliers and creditors.
- 3.3.- Clients and debtors.

#### **Lesson 4.- Immobilized assets.**

- 4.1.- Immobilized goods and fixed-asset investments.



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- 4.2.- Intangible fixed assets.
- 4.3.- Non-current assets held for sale.

## **Lesson 5.- Financial instruments.**

- 5.1.- Concept of financial instrument.
- 5.2.- Financial assets.
- 5.3.- Financial passives.

## **Lesson 6.- Net worth.**

- 6.1.- Concept and components of net worth.
- 6.2.- Own funds.
- 6.3.- Subsidies, donations, and legacies.

## **Lesson 7.- Provisions, exchange-rate differences and profit tax.**

- 7.1.- Provisions
- 7.2.- Exchange-rate differences.
- 7.3.- Retentions, account payments and liquidation of company tax.

## **5589 PRINCIPLES OF CORPORATE FINANCE**

### **PART I. FUNDAMENTALS OF FINANCES**

- Lesson 1. Object and methodology of finances.
- Lesson 2. Fundamentals of financial management.

### **PART II. FINANCIAL MANAGEMENT OF THE FIRM**

- Lesson 3. Economic-financial duality of business financial management.
- Lesson 4. Investment decision.
- Lesson 5. The financing decision and dividends and cost of capital.

## **5590 ECONOMIC HISTORY**

### **INTRODUCTION**

#### **Lesson 1. Economic history: concept, origin and methods.**

- 1.1. Concept of Economic History.
- 1.2. Origin and evolution of Economic History.
- 1.3. Methodology of Economic History.
- 1.4. Currents in modern history.

### **THE PRECAPITALIST ECONOMY**

#### **Lesson 2. The economy of the Ancien Régime (16<sup>th</sup> to 18<sup>th</sup> c.).**



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- 2.1. The Ancien Régime and mercantilism.
- 2.2. Demography in the Ancien Régime.
- 2.3. Agricultural evolution: 16<sup>th</sup> -18<sup>th</sup> c.
- 2.4. Industry.
- 2.5. Commerce.
- 2.6. Credit and finances.
- 2.7. The principle economic stages. Social aspects.

## **Lesson 3. The Ancien Régime in Spain.**

- 3.1. Population.
- 3.2. Agriculture.
- 3.3. Industry.
- 3.4. Commerce.
- 3.5. The Public Treasury.

## **CAPITALISM AND INDUSTRIALIZATION IN THE 19<sup>th</sup> c.**

### **Lesson 4. Capitalist development in advanced countries.**

- 4.1. The concept of capitalism.
- 4.2. Theories of capitalist development.
- 4.3. Dynamic forces throughout the development of capitalism.
- 4.4. Cycles and crisis.

### **Lesson 5. The Industrial Revolution in Great Britain.**

- 5.1. The concept of the Industrial Revolution.
- 5.2. Economic dualism at the start of the British Industrial Revolution.
- 5.3. The foundations of the British hegemony.
- 5.4. Inland transport.
- 5.5. Credit and investment.
- 5.6. Technique and industrial sectors.

### **Lesson 6. Industrialization on the European continent.**

- 6.1. Belgian industrialization.
- 6.2. French industrialization.
- 6.3. German industrialization.
- 6.4. Industrialization in the Scandinavian countries.
- 6.5. Italian industrialization.

### **Lesson 7. The Spanish economy in the 19<sup>th</sup> c.**

- 7.1. The crisis of the Ancien Régime.
- 7.2. Demography.
- 7.3. Agriculture.
- 7.4. Mining and sources of energy.
- 7.5. The debate on the railway, industry and the interior market.
- 7.6. The State, public debt and the bank.

- 7.7. Industry.
- 7.8. Commercial policy.

**Lesson 8. Industrialization outside Europe: United States and Japan.**

- 8.1. The United States.
- 8.2. Japan.

**Lesson 9. Advanced Capitalism, the development of the international economy and imperialism.**

- 9.1. The great migrations.
- 9.2. Free exchange and commercial expansion.
- 9.3. The nationalist model of accumulation.
- 9.4. International finances.
- 9.5. The second industrial revolution.
- 9.6. The organization of work and the firm.
- 9.7. The worker's movement.
- 9.8. Social policy.
- 9.9. Imperialism.

**THE GLOBAL ECONOMY IN THE 20<sup>th</sup> c.**

**Lesson 10. The formation of the Soviet economy.**

- 10.1. The Soviet Revolution and the communism of war: 1917-1921.
- 10.2. The New Economic Policy (NEP): 1921-1928.
- 10.3. Centralized planning.
- 10.4. Structure of the soviet economy before the Second World War.

**Lesson 11. The global economy in the inter-war years.**

- 11.1. Economic consequences of the First World War.
- 11.2. The problems of the first half of the 1920s.
- 11.3. The 'boom' of the 1920s.
- 11.4. The Great Depression: 1929-1933.
- 11.5. The breakup of the international economic order.
- 11.6. The policies of recovery in the 1930s.
- 11.7. The causes and consequences of the Depression.

**Lesson 12. The global economy since 1945 (I). The golden age of Capitalism, 1945-1973.**

- 12.1. The characteristics of development over the period 1945-1973.
- 12.2. Reconstruction of the international economic order after the Second World War.
- 12.3. The development of the United States.
- 12.4. European development.
- 12.5. Japanese development (1945-1973).



## **Lesson 13. The global economy since 1945 (II). The Eastern bloc; the Third World; the crisis of 1973.**

- 13.1. The economic block of centralized planning.
- 13.2. The Third World.
- 13.3. The crisis of 1973.

## **Lesson 14. The Spanish economy in the 20<sup>th</sup> c.**

- 14.1. The nationalist path of Spanish capitalism.
- 14.2. The crisis of 1929 and the Second Republic.
- 14.3. The Spanish economy during Francoism.
- 14.4. The crisis of 1973 and the Transition.
- 14.5. The Spanish economy at the end of the 20<sup>th</sup> c.

## **5591 MANAGEMENT ACCOUNTING**

### **Lesson 1. MANAGEMENT ACCOUNTING: INFORMATION THAT CREATES VALUE**

- 1.1. What is management accounting?
- 1.2. Differences between management accounting and financial accounting.
- 1.3. The process of decision-making and control.
- 1.4. The role of management accounting in the achievement of value-chain efficiency.
- 1.5. Ethics in management accounting.
- 1.6. Standardization in management accounting.
- 1.7. Historic-conceptual development.
- 1.8. Bibliography.
- 1.9. Practical activities.

### **Lesson 2. COST: CONCEPT AND CLASSIFICATION.**

- 2.1. The concept of cost.
- 2.2. Difference between costs and expenditure.
- 2.3. Classes of costs.
  - 2.3.1. Direct and indirect costs.
  - 2.3.2. Variable, fixed, mixed, and stepped costs.
  - 2.3.3. Product costs and costs of the period.
  - 2.3.4. Relevant, irrelevant and sunken costs.
  - 2.3.5. Opportunity costs.
  - 2.3.6. Costs of the activity and the subactivity.
  - 2.3.7. Real and foreseen costs.
- 2.4. Cost relativity.
- 2.5. Bibliography.
- 2.6. Activities.



## **Lesson 3. METHODOLOGY FOR COST CALCULATION: INORGANIC MODEL AND ORGANIC MODEL.**

- 3.1. Introduction.
- 3.2. The inorganic model.
- 3.3. The organic model.
  - 3.3.1. Classification phase.
  - 3.3.2. Localization phase.
  - 3.3.3. Tax assessment phase.
- 3.4. A modern vision of the organic world: the abc model.
  - 3.4.1. What is the reason for the ABC cost model?
  - 3.4.2. What are the components of the ABC cost model?
  - 3.4.3. Cost calculation process in the ABC model.
- 3.5. Calculation methods: principles and classes.
  - 3.5.1. Principles.
  - 3.5.2. Classes.
- 3.6. Bibliography.
- 3.7. Practical activities.

## **Lesson 4. COST OF PRODUCTIVE FACTORS: MATERIALES, WORKFORCE AND GENERAL COSTS.**

- 4.1. Materials and other storable items.
  - 4.1.1. Concept and classification
  - 4.1.2. The provisioning function or material purchases: traditional tasks as against Just in Time (JIT) purchases.
  - 4.1.3. Valuation of input cost of materials in storage.
  - 4.1.4. Valuation of output cost of materials in storage.
- 4.2. Cost of workforce.
  - 4.2.1. Concept.
  - 4.2.2. Classification of workforce.
  - 4.2.3. Remuneration or direct and indirect components of the workforce.
  - 4.2.4. Control of work time.
  - 4.2.5. Learning curve.
- 4.3. General costs.
  - 4.3.1. Concept and classes.
  - 4.3.2. Depreciation.
  - 4.3.3. Exterior services and other general manufacturing costs.
  - 4.3.4. The financial cost and management accounting: opportunity costs.
- 4.4. Bibliography.
- 4.5. Practical activities.

## **Lesson 5. CALCULATION OF COSTS AND RESULTS FOR DECISION-MAKING.**

- 5.1. Concept of combined production and outputs obtained.
- 5.2. Methods of assigning combined production.
  - 5.2.1. For products with no treatment subsequent to the point of separation.
  - 5.2.2. For products with treatment subsequent to the point of separation.
- 5.3. Valuation of subproducts.



- 5.4. Decision-making in combined production.
- 5.5. Cost-volumen-benefit analysis and decision-making.
- 5.6. Bibliography.
- 5.7. Practical activities.

## **5592 STATISTICS AND INTRODUCTION TO ECONOMETRICS**

### **PROBABILISTIC MODELS.**

#### **Lesson 1- Discrete-type distribution probability.**

- 1.1 Introduction.
- 1.2 Discrete-type distribution probability.

#### **Lesson 2- Continuous-type distribution probability.**

- 2.1 Continuous-type distribution probability.
- 2.2 Stochastic convergence.

### **THEORY OF SAMPLES**

#### **Lesson 3- Samples and statistics.**

- 3.1 Introduction.
- 3.2 Basic concepts of sampling.
- 3.3 Types of sampling.
- 3.4 Simple random sampling.
- 3.5 Concept of statistics.
- 3.6 Distributions of the principal statistics.

#### **Lesson 4- Sampling distributions.**

- 4.1 Sampling in normal populations.
- 4.2 Sampling in non-normal populations.
- 4.3 Sampling in finite populations.

### **ESTIMATION PROCESSES.**

#### **Lesson 5- Point estimates.**

- 5.1 Introduction.
- 5.2 Concept of the estimator. Distinction between estimator and estimation.
- 5.3 Classic properties of estimators.

#### **Lesson 6- Estimation methods.**

- 6.1 Estimation by the method of greatest likelihood.
- 6.2 Estimation by the method of moments.
- 6.3 Estimation by the method of least squares.

#### **Lesson 7- Estimation by intervals.**

- 7.1 Introduction. Principal concepts.





7.2 Principal confidence intervals in normal populations.

7.3 Intervals of confidence for proportions.

7.4 Intervals of confidence in non-normal populations.

## **HYPOTHESIS TESTING**

### **Lesson 8- Hypothesis test: basic concepts.**

8.1 Introduction. General concepts.

8.2 Hypothesis statistics. Types of hypothesis.

8.3 Consequences of the decision on a hypothesis.

### **Lesson 9- Parametric tests.**

9.1 Parametric tests in normal populations.

9.2. Parametric tests for proportions.

### **Lesson 10- Non-parametric tests.**

10.1 Introduction.

10.2 Chi-squared tests.

## **INTRODUCTION TO ECONOMETRICS**

### **Lesson 11- Introduction to Econometrics. The Linear Regression Model.**

11.1 What is econometrics? Econometric models.

11.2 Specification of the Linear Model.

11.3 Estimators Minimum Quadratic Function.

11.4 Hypothesis of the model.

11.5 Properties of the MQF estimators.

11.6 Estimation of the fluctuation variance.

11.7 Coefficient of determination.

11.8 Coefficient of linear correlation.

11.9 Tests associated with a model.

11.10 Prediction.

## **5593 SPANISH AND WORLD ECONOMY**

1. The development of the Spanish economy.

2. Macroeconomic policies.

3. Growth factors.

4. Productive activities.

5. The institutional framework.

6. The foreign sector.

7. The Global economy.



## **5594 MARKETS AND FINANCIAL INSTITUTIONS**

Lesson 1. General characteristics of a financial system.

Lesson 2. The Spanish financial system.

### **PART II. FINANCIAL INSTITUTIONS**

Lesson 3. Control and supervisory bodies.

Lesson 4. Credit entities.

Lesson 5. Other intermediary financing bodies.

### **PART III. THE FINANCIAL MARKETS.**

Lesson 6. Market values.

Lesson 7. The registered public debt market.

Lesson 8. The AIAF market (Spanish market for public corporate debt).

Lesson 9. The stock exchange.

Lesson 10. MEFF (Official futures and options market).

➤ **3<sup>rd</sup> year**

## **5597 TAX LAW. TAX HARMONIZATION AND INTERNATIONAL TAX SYSTEM.**

### **FINANCIAL ACTIVITY AND FUNDING OF PUBLIC POLICIES**

#### **Lesson 1. FINANCIAL ACTIVITY.**

I. Financial activity: its meaning and possibilities of study. The financial activity as an object of knowledge of Law: Financial Law

II. Concept of financial Law: financial law as a regulator of financial activity of public bodies.

III. The content of Financial and Tax Law: public expenditure Law and public income Law.

### **LEGAL TAX REGIME OF THE PUBLIC ADMINISTRATIONS**

#### **Lesson 2. TAXATION POWERS OF THE PUBLIC ADMINISTRATIONS.**

I. Taxation power: meaning and features. Taxation authority and the principal of territoriality.

II. The distribution of taxation powers in Spain.

III. The taxation powers of the Autonomous Communities in the common regime.

IV. The tax power of the Autonomous Communities in the 'foral' regime.

V. The taxation powers of the European Union.



## **DEFINING ELEMENTS OF TAXATION**

### **Lesson 3. PRINCIPLES, SOURCES AND CLASSES OF TAX.**

- I. The constitutional principles of Financial and Tax law: general aspects.
- II. Sources of Financial and Tax Law.
- III. International Agreements.
- IV. European Union Law and the Spanish system of sources of Law.
- V. Types of classes of tax.

### **Lesson 4. STRUCTURAL ELEMENTS OF TAX.**

- I. Tax base. Circumstance of non-application and exemption.
- II. Tax payers.
- III. Determination of the tax base of the amount of tax payable.
- IV. Tax rate.
- V. Tax debt.
- IV. Formal obligations.

### **Lesson 5. TAX MANAGEMENT OF THE PUBLIC ADMINISTRATIONS**

- I. Tax procedures: Management, Inspection, Collection and Review.
- II. Unlawful tax practices.
- III. The *Agencia Estatal de Administracion Tributaria* (State Agency of Tax Administration).
- IV. Website of the tax authorities of the Autonomous Communities. Website of the Tax authorities of Castile and Leon.
- V. International Tax Management.

## **TAX ADDRESS**

### **Lesson 6. TAX ADDRESS.**

- I. Determination of the tax address of legal persons.
- II. Social address of legal persons.
- III. Determination of the fiscal address of legal persons. Permanent establishment.
- IV. Legal representation and responsibility.

### **Lesson 7. DETERMINATION OF CONNECTION POINTS.**

- I. Determination of connection points in IRPF (Income Tax on Physical Persons).
- II. Determination of connection points in IVA.
- III. Determination of connection points in Income Tax on Inheritance and Donations, Transfer of Fixed-Assets, Company operations, and Documented Legal Acts.
- IV. Determination of the connection point in all other taxes.

## **TAX HARMONIZATION IN SPAIN (I): TAXATION COMPETENCE**

### **Lesson 8. TAX PRINCIPLES.**

- I. Principles of coordination and solidarity.
- II. Minimum level in the delivery of public services.
- III. Principle of co-responsibility.



IV. Budgetary equilibrium.

## **Lesson 9. TAX COMPETENCE OF THE AUTONOMOUS COMMUNITIES.**

- I. Competence over own taxation.
- II. Competence over assigned taxation.
- III. Principles of generality, equality, and non-discrimination.

## **TAX HARMONIZATION IN SPAIN (II): TAX ON INCOME AND ON COMPANIES**

### **Lesson 10. TAX ON THE INCOME OF PHYSICAL PERSONS.**

- I. Concept and nature.
- II. Classes of income.
- III. Reductions.
- IV. Types of tax categories: in reference to the Autonomous Community.
- IV. Deductions: in reference to the Autonomous Community.

### **Lesson 11. COMPANY TAX.**

- I. Concept and nature.
- II. Preparation of profit and loss account. Different tax frameworks common - 'foral' framework (\*foral applies to only certain Autonomous Communities).
- III. Tax benefits. Differences common – 'foral' tax frameworks.

## **INCOME TAX FOR NON-RESIDENTS**

### **Lesson 12. INCOME TAX ON NON-RESIDENTS (I).**

- I. Nature and purpose.
- II. Taxable income.
- III. Exempted income.
- IV. Revenue from permanent establishments.

### **Lesson 13. INCOME TAX ON NON-RESIDENTS (II).**

- I. Tax base.
- II. Types of tax categories.
- III. Tax payable.
- IV. Management of the tax.

## **TAX HARMONIZATION IN EUROPE: VALUE-ADDED TAX**

### **Lesson 14. VALUE-ADDED TAX.**

- I. Concept and general nature.
- II. Principle of neutrality.
- III. Scope of application.
- IV. Exemptions.
- V. Tax rates.
- VI. Formal obligations.



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## **Lesson 15. INTRA-COMMUNITY PAYMENT AND OPERATIONS.**

- I. Concept.
- II. Import - Export.
- III. Intra-community acquisitions.
- IV. Intra-community supplies.
- V. Formal obligations.

## **BASIC PRINCIPLES OF INTERNATIONAL TAXATION**

### **Lesson 16. DOUBLE INTERNATIONAL TAXATION.**

- I. Concept and reasoning.
- II. Double taxation (legal and economic).
- III. Measures to avoid international double taxation.

### **Lesson 17. INTERNATIONAL AGREEMENTS AND TREATIES.**

- I. Models of Agreement to avoid double taxation.
- II. OECD Model Agreement.
- III. Criteria of distribution of tax powers.
- IV. Principle of non-discrimination.
- V. Tax information.

## **5598 ADVANCED ACCOUNTING**

- Accounting statements.
- Balance.
- Profit and loss account.
- Statement of changes in net worth.
- Cash flow statements.
- Report.
- Tax effect.
- Accounting treatment of profit tax.

## **5599 FINANCIAL MANAGEMENT**

### **FOUNDATIONS OF FINANCIAL MANAGEMENT**

- Lesson 1. Financial management of the firm.
- Lesson 2. Global management of money supply: working capital.

### **MANAGEMENT OF THE COMPONENTS OF MONEY SUPPLY OF THE FIRM**

- Lesson 3. Management of inventories.
- Lesson 4. Management of clients.
- Lesson 5. Cash Management: management of treasury.



Lesson 6. Cash Management: Treasury budget.

Lesson 7. Cash Management: management of treasury surplus and deficit.

## **5600 STRATEGIC MANAGEMENT**

### **FIRST PART. STRATEGIC MANAGEMENT: INTRODUCTORY CONCEPTS.**

#### **Lesson 1. Concept of strategy and the process of strategic management.**

- 1.1. Basic elements of strategic management.
  - 1.1.1. Concept of strategy.
  - 1.1.2. Strategy levels.
- 1.2. Phases of strategic management.
- 1.3. Deliberate strategy versus emergent strategy.
- 1.4. Development of strategic management.

### **SECOND PART. STRATEGIC ANALYSIS**

#### **Lesson 2. The objectives of the firm.**

- 2.1. The creation of sustainable value as an integrating objective.
  - 2.1.1. Measures and indicators of value creation.
  - 2.1.2. Governance of the firm.
- 2.2. Objectives and values of the firm.
  - 2.2.1. The mission of the firm.
  - 2.2.2. The vision of strategic proposal.
  - 2.2.3. The strategic objectives.

#### **Lesson 3. Analysis of the business environment.**

- 3.1. Concept and typology of the environment.
- 3.2. Analysis of the general environment.
- 3.3. Analysis of the specific environment.
  - 3.3.1. Segmentation of the industry: strategic groups.
  - 3.3.2. Analysis of competitors.

#### **Lesson 4. Internal analysis of the firm. Strategic capacity of the firm.**

- 4.1. Elements of strategic capacity.
- 4.2. Resources and capability as a source of sustainable competitive advantage.
- 4.3. Identification and analysis of the internal resources of the firm.
  - 4.3.1. Value chain and value network.
  - 4.3.2. Benchmarking.
  - 4.3.3. SWOT analysis.

### **THIRD PART. STRATEGIC SELECTION**

#### **Lesson 5. Business strategy. Generic options.**

- 5.1. Strategy and competitive advantage.



- 5.2. Cost-related competitive advantage.
- 5.3. Product differentiation advantage.
- 5.4. The enlargement of competitive advantages of Porter: the “strategic watch”.

## **Lesson 6. Directions and methods of strategic development.**

- 6.1. Directions of strategic development.
  - 6.1.1. In-depth market studies.
  - 6.1.2. Business diversification.
  - 6.1.3. Market diversification.
- 6.2. Methods of strategic development.
  - 6.2.1. Internal development.
  - 6.2.2. External development.
  - 6.2.3. Strategic alliances.
- 6.3. Corporative strategy.
  - 6.3.1. Forms of value creation of the parent firm.
  - 6.3.2. Types of parent firm.
  - 6.3.3. Portfolio analysis.

## **Lesson 7. Evaluation and selection of strategies.**

- 7.1. Strategy evaluation and selection process.
- 7.2. Strategic opportunities.
- 7.3. Strategy feasibility.
- 7.4. The acceptability of strategies.

## **Lesson 8. Strategic behavior of financial entities.**

- 8.1. Competitive strategy of financial entities.
- 8.2. Corporate strategy of financial entities.

## **5602 MANAGEMENT CONTROL I**

### **The Control of Traditional Management**

#### **1. The budgetary process.**

- 1.1. General considerations.
- 1.2. The Master Budget.
- 1.3. Budgetary techniques.

#### **2. Operational Budgets.**

- 2.1. Introduction.
- 2.2. Sales budget.
- 2.3. Production budget.
- 2.4. Budgets for expenditure concepts.
- 2.5. Commercial budget.

2.6. Administrative budget.

### **3. Investments budgets.**

3.1. Concept and objectives.

3.2. Structure of the investment budget.

3.3. The control of the investment budget.

### **4. Provisional statements.**

4.1. The provisional profit and loss account.

4.2. The provisional treasury account.

4.3. The provisional balance.

### **5. Budgetary control.**

5.1. General considerations.

5.2. Deviation analysis:

5.2.1. Classes of costs

5.2.2. Cost centres.

## **5601 FUNDAMENTALS OF MARKETING**

### **ACCOUNTS AUDITS**

#### **Lesson 1. THE ACCOUNTING AUDIT: CONCEPT, NATURE AND FINALITY.**

1.1. Concept and classification of the audit.

1.2. Concept and characteristic notes of the annual accounts audit.

1.3. The regulation of the accounts audit: audit regulations and entities obliged to submit their accounts to audit.

#### **Lesson 2. REQUIREMENTS FOR CONDUCTING THE AUDIT AND ETHICAL BEHAVIOR OF THE AUDITOR.**

2.1. The *Instituto de Contabilidad y Auditoría de Cuentas* (ICAC) and Corporations of Auditors.

2.2. Regulatory requirements: *Registro Oficial de Auditores de Cuentas* (ROAC), appointment, contracting and rotation, control of accounts auditing activity, independence, disciplinary authority of the ICAC, continuous training, transparency report, rate per report, and quality control norm.

2.3. Ethical behavior of the auditor: independence, responsibility and professional competence.

#### **Lesson 3. THE EVALUATION OF AUDITING RISK.**

3.1. Introduction.

3.2. Basic concepts: statements, evidence in auditing, internal control, audit risk-based focus, relative importance and the relation between materiality and risk.

3.3. The decision over acceptance of the job.

3.4. Audit planning.





3.5. The process of risk identification and assessment.

#### **Lesson 4. RESPONSE TO VALUED RISKS.**

4.1. Design of global response and audit procedures (program).

4.2. Implementation of response to risk of material misstatement.

#### **Lesson 5. EVALUATION OF THE EVIDENCE AND EMISSION OF THE REPORT.**

5.1. Evaluation of the evidence and formation of an opinion in the IAS (Internal Accounting Standard).

5.2. The audit report.

5.3. The letter of recommendations.

## **5603 FUNDAMENTALS OF AUDITING**

### **ACCOUNTS AUDITING**

#### **Lesson 1. THE ACCOUNTING AUDIT: CONCEPT, NATURE, AND FINALITY.**

1.1. Concept and classification of auditing.

1.2. Concept and characteristic notes of the annual accounts audit.

1.3. The regulation of accounts auditing: auditing regulations and entities obliged to present their accounts for auditing.

#### **Lesson 2. REQUIREMENTS FOR THE EXERCISE OF AUDITING AND ETHICAL BEHAVIOR OF THE AUDITOR.**

2.1. The ICAC and Corporations of Auditors.

2.2. Normative requirements: ROAC, appointment, contracting and rotation, control of accounts auditing activity, independence, disciplinary power of the ICAC, continuous training, transparency report, rate per report and quality control.

2.3. Ethical behavior of the auditor: independence, responsibility and professional competence.

#### **Lesson 3. RISK VALUATION IN AUDITING.**

3.1. Introduction.

3.2. Basic concepts: statements, auditing evidence, internal control, risk-based approach to auditing, relative importance and relation between materiality and risk.

3.3. The decision to accept the job.

3.4. Audit planning.

3.5. The risk-identification and valuation process.

#### **Lesson 4. RESPONSES TO ASSESSED RISK.**

4.1. Design of global response and subsequent auditing procedures (program).

4.2. Implementation of response to the risk of material misstatement.



## **Lesson 5. EVALUATION OF EVIDENCE AND PRESENTATION OF THE REPORT**

- 5.1. The evaluation of evidence and formation of an opinion in the ISA.
- 5.2. The audit report.
- 5.3. The letter of recommendation.

## **5604 FINANCIAL RISK MANAGEMENT**

### **Lesson 1.- Introduction to financial risk management.**

Concept, typology and risk management.

### **Lesson 2.- Duration: fixed-income asset risk management.**

Coverage of interest risk based on duration.

### **Lesson 3.- Variable income assets: profitability-risk.**

Portfolio theory (CAPM, APT).

### **Lesson 4.- Introduction to derived assets and forward contracts.**

Derived assets: concept and rates.

Forward contracts and futures: characteristics and markets.

Basic coverage with futures and forward contracts.

### **Lesson 5.- Valuation of futures contracts.**

Coverage of commodities, currencies and interest rates with futures.

Base risk and other coverage.

### **Lesson 6.- Financial swaps.**

Swaps on interest rates and currencies.

### **Lesson 7.- Financial options contracts.**

Concept, rates and markets.

### **Lesson 8.- Properties of financial options.**

Valuation: factors, limits and relations.

### **Lesson 9.- Strategies of negotiation with options and coverage.**

### **Lesson 10.- Valuation of financial options.**

Binomial model and Black-Scholes model.

### **Lesson 11.- Options on indices, currencies and futures.**

### **Lesson 12.- Coverage strategies with options and sensitivity factors "Greek letters".**



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## **Lesson 13.- Market risk management: introduction.**

Value at Risk (VaR): concept, parameters and elements.

Calculation methods.

## **Lesson 14.- Credit risk.**

Credit qualification, estimation non-payment probabilities.

Derivatives for credit risk cover.

➤ **4<sup>th</sup> year**

## **5605 SOCIAL RESPONSIBILITY AND CORPORATE GOVERNANCE**

### **Introduction.**

Firm and company.

Social responsibility of the firm.

Ethics of business and stakeholder theory.

Fundamentals of business ethics.

### **Stakeholder analyses.**

Corporate Governance.

Globalization and ethic aspects.

Governance.

Consumers.

Environment.

Investment ethics.

### **Management and transparency.**

Systems of environmental management.

Sustainability reports.

## **5606 ANALYSIS, FINANCIAL PLANNING AND COMPANY VALUATION**

### **Analysis and financial planning.**

Objectives of financial analysis.

Analysis of profitability.

Analysis of liquidity and solvency.

Analysis of growth.

Analysis of value creation.

Financial planning.



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## **Analysis of corporate governance mechanisms.**

Structure of the board of administration.

Structure of property.

## **5607 VALUATION MODELS OF FINANCIAL DECISIONS**

Selection of investment projects in uncertainty.

The portfolio model of projects.

Real options.

Financial decision valuation models.

## **5609 INTERNATIONAL ACCOUNTING**

### **BLOCK 1.- GENERAL ASPECTS OF INTERNATIONAL ACCOUNTING**

#### **Lesson 1.- INTRODUCTION TO INTERNATIONAL ACCOUNTING.**

1.1.- Mission and current importance of International Accounting.

1.2.- Birth and development of International Accounting.

1.3.- Content and concept of International Accounting.

1.4.- Areas of International Accounting.

#### **Lesson 2.- ACCOUNTING SYSTEMS AND INTERNATIONAL HARMONIZATION.**

2.1.- Decisive factors of the differences in accounting criteria and practice.

2.2.- Nature of the principal differences in the preparation and presentation of financial information at an international level.

2.3.- Accounting systems.

2.4.- International accounting harmonization: (effects that it generates and measures to implement it):

- The response of multinational firms.
- The use of International Accounting Standards: doubts and dilemmas.

#### **Lesson 3.- HARMONIZING ORGANISMS AND ACCOUNTING STANDARDS**

3.1.- Principal International Organisms of Accounting Harmonization.

3.2.- The International Accounting Standards Committee (IASC / IASB):

- Origin and stages in the History of the IASC.
- Characteristics and scope of the regulatory model in the 1<sup>st</sup> stage.
- 2<sup>nd</sup> stage: Comparability improvement projects.
- Current situation – 3<sup>rd</sup> stage.
  - IASC-IOSCO Agreements.
  - New IASC (IASB) structure.
  - Most recent actions.



- The set of standards ISAC / IASB.
  - The conceptual framework.
  - International Accounting Standards (IAS / IFRS) in force.

### 3.3.- The European Union.

- Scope of European harmonization (Community Directives).
- Characteristics of harmonization model.
- Current situation of European harmonization:
  - Approach to the NIC.
  - The process of adoption and compliance of the IAS / IFRS.

### 3.4.- Accounting regulations in Spain and in neighboring countries.

- United States.
- United Kingdom / Germany / France.
- Spain:
  - Historical situation of accounting regulations.
  - Current Reform: the White Book of the New GAP 2007.

## **BLOCK 2.- SPECIFIC APPLICATIONS OF INTERNATIONAL ACCOUNTING**

### **Lesson 4.- ANALYSIS OF ALTERNATIVE ACCOUNTING AT AN INTERNATIONAL LEVEL. THE POSITION OF THE IAS/IFRS**

#### 4.1.- Diversity of information to present:

- in the catalogue, format and content of financial states.
- in the complementary information and in the information to present to the stock exchanges.

#### 4.2.- Review of international alternatives in accounting principles and valuation standards. Analysis of the position of the International Accounting Standards.

1. Depreciable expenditure / Intangible fixed assets– General treatment.
2. Company goodwill.
3. Research and Development expenditure.
4. Financial leasing.
5. Material fixed-assets – General treatment.
6. Interest capitalization.
7. Financial investments – Consolidation.
8. Inventories.
9. Subsidies.
10. Long-term contracts.
11. Profit tax.
12. Extraordinary budget headings – Interrupted activities.
13. Budget headings from previous financial years / Errors.
14. Changes in accounting policies.
15. Exchange-rate differences of foreign currency.
16. Events prior to closure.
17. Provisions and contingencies.
18. Accounting for inflation.



## **5613 BUSINESS COMBINATIONS**

### **PART I.- Accounting treatment of business cartels general concepts:**

Objective and scope of the norm.

The acquisition method.

### **PART II.- Consolidation of financial statements**

Accounting information of groups of companies.

Proportional integration.

Equity equivalence method.

Global integration and equity equivalence method: special cases.

Other standards applicable to consolidation.

The annual consolidated accounts.

## **5614 SECTORIAL ACCOUNTING**

### **CHAPTER 1: INTRODUCTION.**

Sectorial adaptations: Objective, Structure and Normative Accounting.

### **CHAPTER 2: THE ACCOUNTING OF COMPANIES FROM THE WINE SECTOR.**

Immobilized material related with the activity of producing wine.

Fixed-asset intangibles related with the activity of producing wine.

Inventories related with the preparation of wine.

Accounting for special taxes on alcohol.

Immobilized material related with agricultural activity.

Provision for investments related to assigned agricultural land. General accountancy plan 1990 / General Accountancy Plan 2007.

Provision for land recovery works. General accounting plan 1990 / General Accountancy Plan 2007.

Provision for residual negative value. General accountancy plan 1990 / General Accountancy Plan 2007.

Inventories in firms dedicated to the grape growing.

Accounting treatment of agricultural risk.

Agricultural subventions.

Environmental costs.

Penalties for over production.

Accounting for sharecropping.

### **CHAPTER 3: FIRM ACCOUNTING FOR TENDERS TO CONSTRUCT PUBLIC INFRASTRUCTURE.**

Study of the sectoral plan of firms awarded tenders for the construction of public infrastructure.



## **CHAPTER 4: CONSTRUCTION FIRM ACCOUNTING.**

Acknowledgement of income.

Requirements and valuation in the percentage-of-completion method.

Contract pricing method.

Rate of progress method.

Acknowledgement of income in case of non-compliance with the above requirements.

Accounting problems of subcontracting.

Accounting problems of initial expenditure on projects and draft projects.

Specific provisions of the construction and property sector.

## **CHAPTER 5: ACCOUNTING IN THE PROPERTY SECTOR**

Property for leasing.

Financial leasing: leaseholder accounting.

Operational leasing: leaseholder accounting.

Inventory valuation: particular cases.

Multiproperty.

Swaps: land in exchange for future construction.

Entry of previously sold inventories as payment from a defaulting client.

Acknowledgement of in-coming payment.

Sale of finished buildings.

Sale of buildings in construction phases:

Sale of property previously classified as immobilized material: non-current assets held over for sale.

## **CHAPTER 6: COOPERATIVE COMPANIES.**

Introduction.

The social capital of cooperative companies: obligatory and voluntary contributions.

Remuneration of the contributions.

The obligatory reserve fund.

Entry of new partners.

Devolution of contributions due to termination of employment.

Funds for education and promotion.

Distribution of benefits and allocation of loss.

## **CHAPTER 7: NOT-FOR-PROFIT ORGANIZATIONS.**

Introduction.

Scope of application.

Specific criteria applicable to non-profit micro-organizations.

Accounting norms applicable to not-for-profit organizations.

Accounts table.

Annual accounts.

## **CHAPTER 8: FINANCIAL ENTITIES.**

Introduction.



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Scope of application.  
Accounting norms specific to the sector.  
Table of accounts.  
Annual accounts.

## **CHAPTER 9: INSURANCE COMPANIES.**

Introduction.  
Scope of application.  
Accounting norms specific to the sector.  
Technical provisions.  
Table of accounts.  
Annual accounts.

## **CHAPTER 10: PUBLIC AGENCY ACCOUNTING.**

Introduction.  
Scope of application.  
Key aspects of the General Accounting Plan of Public Accounting.

## **CHAPTER 11: ACCOUNTING IN SITUATIONS OF INSOLVENCY.**

Introduction.  
Scope of application.  
Application of accounting norms in situations of insolvency.  
Principle of the functioning firm.

## **CHAPTER 12: OTHER ADAPTATIONS IN THE SECTOR.**

Anonymous sports companies.  
Sporting federations.  
Health-care firms.  
Water cleansing firms.

## **5615 INSURANCE OPERATIONS**

### **Lesson 1**

#### **In the insurance institution.**

- 1.1. Concept and manifestations.
- 1.2. Behavior in the face of risk.
- 1.3. Risk.
- 1.4. Insurance.

### **Lesson 2**

#### **The insurance contract.**

- 2.1. Concept.
- 2.2. Features and basic principles.





2.3. Material, personal and formal elements.

## **Lesson 3**

### **Classes of insurances.**

- 3.1. General classification.
- 3.2. Categories of private insurance.
- 3.3. Categories of personal insurance.
- 3.4. Categories of asset insurances
- 3.5. Categories of service provision insurance.

## **Lesson 4**

### **Insurance firms.**

- 4.1. Concept.
- 4.2. Classes.
- 4.3. Some aspects of Spanish insurance firms.

## **Lesson 5**

### **Insurance techniques.**

- 5.1. Statistics and actuarial mathematics.
- 5.2. Technical provisions.
- 5.3. Solvency margin and guarantee fund.
- 5.4. Coinsurance and reinsurance.

## **Lesson 6**

### **Distribution and production of insurances.**

- 6.1. The insurance market.
- 6.2. The distribution of insurances.

## **Lesson 7**

### **State supervision of insurance.**

- 7.1. Organization of the supervision.
- 7.2. Visible signs of the supervision.

## **Lesson 8**

### **Probability of death and survival.**

- 8.1. Principal random variables.
- 8.2. Basic probabilities and survival.
- 8.3. Instantaneous rate of mortality and life-expectancy.
- 8.4. Survival models.

## **Lesson 9**

### **Mortality tables.**



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- 9.1. Mortality tables.
- 9.2. Calculation of basic probabilities for fractionary ages.
- 9.3. Dynamic tables.

## **Lesson 10**

### **Life insurances.**

- 10.1. Actuarial updating factor.
- 10.2. Actuarial values of insurance operations payable at the end of the year.
- 10.3. Actuarial values of insurance operations payable at the time of death.
- 10.4. Relation between payable insurances at the time of death and insurance payable at year end of death.
- 10.5. Actuarial values in service provision insurance.

## **Lesson 11**

### **Actuarial incomes.**

- 11.1. Constant incomes.
- 11.2. Fractioned incomes.
- 11.3. Variable incomes.

## **Lesson 12**

### **Premiums.**

- 12.1. Types of premiums.
- 12.2. Natural premium.
- 12.3. Pure premium.
- 12.4. Inventory and commercial premium.
- 12.5. Counter indemnity clause or return of premiums.

## **5617 INTERNATIONAL FINANCES**

### **MARKET FINANCES**

- Lesson 1.** The international financial system.
- Lesson 2.** The currency market.
- Lesson 3.** Futures, options and swaps.
- Lesson 4.** Risk management.
- Lesson 5.** International payment means.

### **CORPORATE FINANCES**

- Lesson 6.** The capital cost of international investments and the capital budget.
- Lesson 7.** International investment and financing.
- Lesson 8.** International management of working capital.



## **5618 BANKING MANAGEMENT**

### **NOTES ON THE BANKING ECONOMY**

#### **Lesson 1. BASIC CONCEPTS OF FINANCES.**

- 1.1. Basic concepts of finances.
- 1.2. Why do financial intermediaries exist?
- 1.3. Structure of the Spanish financial system.
- 1.4. The banking regulation: the Bank of Spain
- 1.5. Factors that affect the evolution of the financial systems.

#### **Lesson 2. ANALYSIS OF BANKING BUSINESS IN SPAIN.**

- 2.1. Recent history of banking in Spain.
- 2.2. Analysis of the banking business in Spain and banking models.
- 2.3. Opportunities and threats to the Spanish banking sector.
- 2.4. Restructuring of the Spanish banking sector. The *Autoridad de Resolución Ejecutiva* (FROB).
- 2.6. General overview of the Spanish banking system.

### **MANAGEMENT OF THE BANKING BUSINESS**

#### **Lesson 3. FINANCING SOURCES OF BANKING ENTITIES. PASSIVE OPERATIONS.**

- 3.1. Principal characteristics.
- 3.2. Accounts on sight and periodic installments.
- 3.3. The FGD (*Fondo de Garantía de Depósitos*).
- 3.4. The issuance of bonds.
- 3.5. Temporary assignment of assets.
- 3.6. The interbank market.

#### **Lesson 4. ASSET OPERATIONS AND OFF-BALANCE SHEET OPERATIONS.**

- 4.1. Principal characteristics, interest rates and commissions.
- 4.2. Loans.
- 4.3. Credit accounts.
- 4.4. Commercial discounts.
- 4.5. Factoring.
- 4.6. Leasing.
- 4.7. Renting.
- 4.8. Off-balance sheet operations.

#### **Lesson 5. COLLECTIVE INVESTMENT INSTITUTIONS.**

- 5.1. Concept of institutional investment.
- 5.2. The institutions of collective investment (ICI).
- 5.3. Investment funds (FI).
- 5.4. Investment companies and other ICI.
- 5.5. Pension funds.



## **Lesson 6. RISK IN THE BANKING BUSINESS.**

- 6.1. Different types of risk in the banking business.
- 6.2. Solvency in banking entities. The Basilea II International Capital Framework and the new Basilea III revised agreement.

## **Lesson 7. THE IMPACT OF TECHNOLOGY IN THE BANKING BUSINESS. ELECTRONIC BANKING.**

- 7.1. On-line banking.
- 7.2. The role of banking offices.
- 7.3. Means of payment.
- 7.4. Electronic banking products.

## **5619 COMPUTER APPLICATIONS FOR MANAGEMENT AND ACCOUNTING**

### **Unit I – The role of Information and Communication Technology (ITC) in the Firm.**

1. The ITC sector.
2. The role of ITCs in the current Spanish firm.
3. ITC-related strategies.
4. Current terminology: ERP (Enterprise Resource Planning), CRM (Customer Relationship Management), SCM (Software Configuration Management), Blogs, Social Networks, Cloud Computing,...

### **Unit II – ITC Applications and the principal areas of the firm.**

1. Application of ITC Communication and Marketing.
2. Application of ITC to Human Resource Management.
3. Application of ITC to Process Production and Management.
4. Application of ITC to Logistics and Distribution.
5. Application of ITC to Financial Management.
6. Application of ITC to Management Control.

### **Unit III – Computing Tools for business management.**

1. CRM: Customer Relationship Management.
2. ERP: Enterprise Resource Planning.
3. BI: Business Intelligence.

### **Unit IV- Ofimatic Tools.**

1. Excel Spreadsheets for Economic-Financial Analysis.
2. Examples and Practical Cases.

### **Unit V – ERP as an Integral Management Tool.**

1. Functional presentation of ERP.
2. Functional description of its Modules.
3. Accounting and Reporting Tools.

4. ERP Treasury Management.
5. ERP Analysis and Reporting.
6. Other Management Control Tools.
7. Examples and Practical Cases.

## **5621 COMPANIES SET-UP AND SMES MANAGEMENT**

- Firm and entrepreneur. The figure of the entrepreneur in economic analysis. The entrepreneur as creator.
- The business idea. Identification and evaluation of business opportunities.
- The business plan.
- Sources of funding in the new firm.
- The constitution of the firm.
  
- SMEs Management.

## **5622 PERSONNEL MANAGEMENT**

### **MANAGEMENT OF PEOPLE AS A MOTOR OF CHANGE**

- 1.1 Study of proposals on the organization of work.
- 1.2 The role of New Human Resources Management, challenges y opportunities.

### **MOTIVATION**

- 2.1 Introduction to motivation.
- 2.2 Fundamental concepts of motivation.
- 2.3 General view and summary of motivational theories at work.

### **THE ORGANIZATIONAL STRUCTURE AND ITS IMPLICATION FOR THE DESIGN OF EMPLOYMENT POSITIONS AND OF WORK TEAMS.**

- 3.1 The organizational structure, implications in remuneration and incentives.
- 3.2 Common organizational designs. Suitability of the organizational structure and of the employment positions.

### **PERFORMANCE EVALUATION**

- 4.1 Concept and finality of performance evaluation.
- 4.2 System of evaluation and performance evaluation.
- 4.3. Management implications.



## **REWARDS SYSTEMS**

- 5.1 Remuneration in the firm.
- 5.2 Different applications of the rewards systems.
- 5.3 Remuneration in accordance with the post or capabilities.

## **GROUP BEHAVIOR**

### **PRINCIPLES OF GROUP BEHAVIOR**

- 1.1. Concept and classification of groups.
- 1.2. Organizational structure of a work team: roles, norms, size, and composition of the groups.
- 1.3. Group decision-making.
- 1.4. Group thought and decision-making techniques in a team.

### **GROUP APPLICATIONS**

- 2.1. Differences between work group and work team.
- 2.2. Classes of work teams: problem solving teams, self-managed and multi-functional teams.
- 2.3. Generation of high-performance teams. Commitment, goals and structure.
- 2.4. Transformation of the individual person into a group member.

## **COMMUNICATION**

- 3.1. Concept and functions of communication.
- 3.2. The communicative process.
- 3.3. Means of communication.
- 3.4. Formal and informal networks of communication.
- 3.5. Communicative barriers.
- 3.6. Multicultural communication.
- 3.7. Practical implications for communication.

## **LEADERSHIP**

- 4.1. Concept.
- 4.2. Evolution of leadership theories: trait and behavioral theories, and the managerial grid.
- 4.3. Contingency theories: the Fiedler model and goal and participation theories.
- 4.4. Leadership and charisma.

## **POWER AND POLITICS**

- 5.1. Definition and sources of power.
- 5.2. Power and dependency.
- 5.3. Group power: coalitions.
- 5.4. Concept of political behavior.
- 5.5. Image and ethics of political behavior.

## **CONFLICT AND NEGOTIATION**

- 6.1. Conceptual evolution of the conflict.
- 6.2. Distinction between functional and dysfunctional conflict.
- 6.3. Conflict development stages.



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6.4. Negotiation: concept and strategies.

6.5. Matters or topics of negotiation.

6.6. Implications for a director.

#### **ORGANIZATIONAL CULTURE IN GROUPS**

7.1. Definition and functions.

7.2. Characteristics.

7.3. Generation and maintenance.

7.4. Cultural transmission.

7.5. Culture and diversity.