

**COURSE DATA****DATA SUBJECT**

Code: 42812
Name: Management tools
Cycle: Master's Degree
ECTS Credits: 6
Academic year: 2026-27

STUDY (S)

Degree	Center	Acad. year	Period
2132 - Master's Degree in Creating and Managing Innovative Companies	Facultat d'Economia	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2132 - Master's Degree in Creating and Managing Innovative Companies	Tools and skills	COMPULSORY

COORDINATION

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SUMMARY

The current business environment increases its turbulence exponentially, restricting the room for maneuver in business decisions and pressuring companies to look for new ways to develop their competitiveness. All of this increases the leading role of technology and innovation as the basis of business competitiveness, even more so in Western economies, given the development of the costs that large economies in transition are experiencing. In this context, companies, and the people who insert and develop them, need effective and efficient management tools, as well as the complexity of the external context.

In this module, and in the hands of specialists with extensive academic and practical experience, some of these management tools are presented, if not all, some of the main ones and which contribute most to modern business management in turbulent environments. Thus, and going through the different levels of business decision, the professors of the subject will present and analyze different practical tools very useful, from the tools of the Strategic Diagnosis to the accounting and financial developments adapted to technology-based companies, the decisions, and the design of the strategy.

PREVIOUS KNOWLEDGE



RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

Not required

COMPETENCES / LEARNING OUTCOMES

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Students should possess and understand foundational knowledge that enables original thinking and research in the field.

DESCRIPTION OF CONTENTS

1. Strategic Management

- 1.Introduction. Aims and values of the company.
- 2.Internal analysis: resources and capacities.
- 3.External analysis: general surroundings, competitive surroundings. Forecast and prospectiva. Method Stages

2. Business Strategy Design

- 1.Sectorial Context: strategies according to the type of sector
- 2.Corporate Strategies and competitive advantage
- 3.Strategies of growth and of survival.

3. Business Intelligence y Business Development

- 1.Business Analytics
- 2.Dashboard design

4. Financial-Accounting Information System

- 1.Financial Plan. Financial states Previsional: Balance, Account of Results and Flow of Box
2. Model of plans and budgets.
3. Calculation of the cost of manufacture and the threshold of profitability.
4. Construction of the financial model: NOF, basic hypotheses, diagrams, interrelations and interpretations



5. Valuation and Financing of Investment Projects

1. Analysis of projects: ratios and profitability. Analysis of risky projects
2. Decision and research of finance.
3. The process negotiator in the operations of finance

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	45,00
Total hours	45,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	10,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	54,00
Preparation for assessment activities	37,00
Resolution of case studies	4,00
Total hours	105,00

TEACHING METHODOLOGY

In the different theoretical-practical sessions, professors will develop the main theoretical concepts collected in the analytical program that is detailed in this teaching guide through the master lesson model. In addition, participatory model will be used, encouraging and assessing the participation of the student, who previously must have prepared the contents of each of the sessions based on the recommended bibliographic references. Various cases, problems and real situations will be used to encourage debate when applying the methodology explained in class. Also, the research model will be encouraged, so that the student will analyze, prepare, develop and present, in the terms and dates that professors indicate, the exercises, practical cases and proposed works. For this, the students will count, throughout the sessions, with supervision by the teachers.

Additionally, in order that the classes are truly participatory and useful, the student will have most of the material with sufficient time to prepare and review the theoretical content necessary before the corresponding treatment in class.

During the development of the classes, the teachers will also inform the students of the activities that must be carried out, such as the delivery of electronic records, access to teaching materials, communication via email, etc. The web page of reference is <http://aulavirtual.uv.es>, being able to make consultations about its operation in the direction Aula.Virtual@uv.es.



EVALUATION

In the **evaluation system** of this module, **three parts** will be considered for the composition of the final grade.

The first part of the evaluation will have an assessment of **30% of the final grade**, and will be determined by the compulsory completion of exercises and work, either individually or in teams, related to the contents of the syllabus corresponding to **Topics 1 to 3**.

A second part, whose overall assessment will be **60% of the final grade** of the module, and which will be carried out by means of a **written exam** on the basic theoretical and practical contents on finance and accounting (**topics 4 and 5** of the program), with test type questions and/or questions of free development, and that will take place on the dates that are enabled for it within the academic calendar of the course. The grade of 5 out of 10 (3 out of 6) in the written test of the second part must be passed and all the works/exercises of the first part must be presented, obtaining at least a 5 out of 10 (1.5 out of 3) so that the grades obtained can be added.

The third part of the final grade, with a weight of **10%**, will consider **attendance, participation and continuous work** during the course sessions. Attendance to class sessions is compulsory and lack of justification will result in the waiver of the final grade of the module.

Students who for duly justified reasons are unable to attend the different sessions of the module should contact the professor corresponding to those sessions in order to establish an alternative work program.

Decisions as to whether or not class attendance is justified are at the discretion of the professor responsible for the session.

REFERENCES

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- Berk, J.; DeMarzo, P. y Hardford, J. (2018): Fundamentos de Finanzas Corporativas, Pearson, Madrid. También disponible en formato electrónico Bibliotecas uv
- Guerras, L. A. y Navas J.E (2008): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, 4ª Ed., Civitas, Madrid
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- Martínez, E. (2005): Finanzas para directivos, McGrawHill, Madrid
- Rivero Torre, P. (2011): Análisis de Balances y Estados Complementarios, 2ª Ed., Pirámide, Madrid
- Simon, H. A. (1987): Making Management Decisions: The Role of Intuition and Emotion, Academy of Management Executive, February, 57-64
- Porter, M. E. (1980): Competitive Strategy: Techniques for Analyzing Industries and Competitors, Free Press, New York. Edición en castellano: Porter, M. E. (1988): Estrategia Competitiva: Técnicas para el Análisis de los Sectores Industriales y de la Competencia, CECSA, México
- Farinós Viñas, José E. (2016): Gestión financiera de la empresa turística, Editorial Síntesis, Madrid
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- López, F. J. (2007): Casos Prácticos de Finanzas Corporativas, Thompson, Madrid.
- Makridakis, S. G. (1993): Pronósticos, Estrategia y Planificación para el Siglo XXI, Díaz de Santos, Madrid.
- Titman, S. y Martin, J. D. (2009): Valoración, PrenticeHall, Madrid.
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- Hoyos Iruarrizaga, J. (2022): Plan Financiero para start-ups. Procesos y métricas en la práctica. ESIC Editorial, Madrid