

PROGRAM: MBA CONCENTRATION IN FINANCES

Working Capital Management

Capital and Money Markets

Financial Statement Analysis

Capital Investment Projects.

Financial Engineering

Corporate Finance

International Finance

International Accounting

Microeconomics

Managerial Tax Policy

Risk Management.

Course Name: Working Capital Management	Course ID: CB 501
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Placement in curricular map: Finance Concentration
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<p>Course Characteristics:</p> <p>This course takes on knowledge of the short-term financial management of a company, providing them with practical Tools and elements of integral financial planning for investment activities and their information sources, applying practical cases, exercises and readings, to understand the financial decisions about acquisitions and Financing of current assets</p>
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<p>General Learning Objectives:</p> <p>Students will acquire the knowledge, techniques, and tools for different aspects of work capital and operation Management, to develop in it the capacity and necessary abilities to plan and efficiently manage work capital schedules of a company or Group of companies.</p>
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Thematic Content:

Topics and subtopics of the unit:	Hours
<p>1. Operation Management.</p> <p>1.1 Cost-volume-profit model.</p> <p> 1.1.1 Concepts</p> <p> 1.1.2 Contribution margin.</p> <p> 1.1.3 Cost structure.</p> <p> 1.1.4 Operative leverage</p> <p> 1.1.5 Fundaments and assumptions of the model.</p> <p> 1.1.6 Calculation of breakeven point</p> <p> 1.1.7 Margin of contribution of the calculated average.</p> <p>1.2 Short-term decision making.</p> <p> 1.2.1 Cost Concepts for decision making.</p> <p> 1.2.2 Cost of opportunity.</p> <p> 1.2.3 Purchase or produce.</p> <p> 1.2.4 Closing of production lines.</p> <p> 1.2.5 Costs by activity.</p> <p> 1.2.6 Usage of scarce resources.</p> <p> 1.2.7 Special orders.</p> <p> 1.2.8 Application of lineal programming.</p>	14
<p>2. Financial Management.</p> <p>2.1 Work capital.</p> <p> 2.1.1 Fundaments.</p> <p> 2.1.2 Concepts.</p> <p> 2.1.3 Strategies.</p> <p>2.2 Financial management of inventories.</p> <p> 2.2.1 Concepts.</p> <p> 2.2.2 Control systems.</p> <p> 2.2.3 ABC Method.</p> <p> 2.2.4 Economic amount of orders.</p> <p> 2.2.5 Point of reorder</p> <p> 2.2.6 Security inventory.</p> <p> 2.2.7 Inventory rotation</p>	14

Course Name: Capital and Money Markets	Course ID: FZ 502
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course takes on the structure and functions of the money market outside banks, offering a detailed knowledge of the diverse techniques and models used in stock market practices for investment-financing decision making; analysis of financial instruments for fixed and variable income, as well as the principles and strategies of financial investment portfolio Management.

General Learning Objectives: Student will acquire the elements to differentiate the different markets that work within the framework of the Mexican stock market, as well as the operation mechanisms and instruments that contribute to the development of markets and different economic sectors of the country, leaning on the use of computers to compile the information and design that will be used in a model to evaluate investment portfolios.
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Thematic Content:

Topics and subtopics of the unit:	Hours
1. The Mexican Financial System. 1.1 Evolution of the Mexican Financial System. 1.2 Description of the new structure of the Mexican Financial System.	4
2. Financing options of the Mexican Financial System. 2.1 Financial mediation. 2.2 Values and public supply. 2.3 Capital investment societies. 2.4 Credit. Capturing and placement operations.	8
3. The stock market. 3.1 The Money market. 3.1.1 Definition of market. 3.1.2 Report. 3.1.3 Rates: 3.1.3.1 Return. 3.1.3.2 Discount. 3.1.3.3 Equivalents. 3.1.3.4 Payroll. 3.1.3.5 Real. 3.1.4 Market Instruments: 3.1.4.1 Discount market. 3.1.4.1.1 Concept. 3.1.4.1.2 Cetes Tax. 3.1.4.1.3 Commercial Role. 3.1.4.1.4 Bank approvals. 3.1.4.1.5 Bank IOU's. 3.1.4.1.6 Warehouse property. 3.1.4.2 Fixed rate market. 3.1.4.2.1 Concept.	18

<p>3.1.4.2.2 Obligations.</p> <p>3.1.4.2.3 Financial IOU's.</p> <p>3.1.4.2.4 Ordinary participation certificates (CPO's).</p> <p>3.1.4.2.5 Real Estate participation certificates. (CPI's).</p> <p>3.1.4.2.6 Urban renovation bonds (BORES).</p> <p>3.1.4.2.7 Development banking bonds (BODES).</p> <p>3.1.4.2.8 Medium-term IOU'S (PMP's).</p> <p>3.1.4.2.9 Housing banking bonds. (BOVIS).</p> <p>3.1.4.2.10 Infrastructure banking Bonds (BB's).</p> <p>3.1.4.2.11 Bodes.</p> <p>3.1.4.2.12 Adjustment bonds.</p> <p>3.1.4.3 Exchange coverage Market.</p> <p>3.1.4.3.1 Concept.</p> <p>3.1.4.3.2 Tesobonos.</p> <p>3.1.4.3.3 Indexed commercial role.</p> <p>3.2 Capital Market.</p> <p>3.2.1 Definition.</p> <p>3.2.2 Analysis and interpretation of stock market indicators.</p> <p>3.2.3 Capital market instruments.</p> <p>3.2.3.1 Variable rate market.</p> <p>3.2.3.1.1 Definition.</p> <p>3.2.3.1.2 Stocks.</p> <p>3.2.4 Common investment societies.</p> <p>3.2.5 Stock market operations.</p> <p>3.2.5.1 Buying and selling stock.</p> <p>3.2.5.2 Future operations.</p> <p>3.2.5.3 Short sales.</p> <p>3.2.6 Compiling of an investment portfolio by diversifying risk, with an analysis of the micro and macro economic environment.</p> <p>4. The New Mexican Stock Market.</p> <p>4.1 Structure and operations..</p> <p>4.2 The agricultural and livestock stock project.</p> <p>4.3 Stock project for small and medium companies.</p> <p>4.4 SATO (Atomized system of operation transactions)</p>	6
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<p>Learning Activities:</p> <ul style="list-style-type: none"> • Presentation of topic by instructor. • Readings • Active student participation in: <ul style="list-style-type: none"> a) Class exercises. b) Written assignments. Individually and in groups. c) Practical exercises and assignments, using a computer. • Participation by invited lecturers. • Development and presentation of final research paper. 	
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<p>Learning activities:</p> <ul style="list-style-type: none"> • Classroom activities: <ul style="list-style-type: none"> - Presentation of topic by instructor. - Case discussions. 	36
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<ul style="list-style-type: none"> - Invited Lecturers. - Presentation of final project by students. <p>• Independent activities by students:</p> <ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 	60
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<p>Evaluation criteria and procedures:</p> <ul style="list-style-type: none"> • Final Exam • Homework and assignments • Final project • Participation
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Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	El mercado de dinero y capitales y el Sistema Financiero Mexicano	José de Jesús Arturo de Alba Monroy	PAC	2000
2	Reference	Investment Analysis and Portfolio Management	Frank K. Reilly y Keith C. Brown	Dryden Press	1997
3	Reference	Introducción al mercado de valores y prácticas bursátiles	Manuel Sánchez Muñoz	PAC	1996
4	Reference	Para entender la Bolsa. Financiamiento e inversión en los mercados de valor	Arturo Rueda	Thomson	2002
5	Reference	Matemáticas financieras	A. Díaz Mata Víctor M. Aguilera Gómez	McGraw-Hill	1999
6	Reference	Prontuario Bursátil y Financiero	Gonzalo Cortina Ortega	Trillas	1995
7	Reference	Qué son y cómo operan los títulos opcionales en México	Bolsa Mexicana de Valores	Limusa	1995
8	Reference	El nuevo Sistema Financiero Mexicano	Eduardo Villegas H. Rosa Ma. Ortega O.	PAC	1991

Course Name: Financial Statement Analysis	Course ID: FZ 503
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course offers an ample knowledge of financial statements beginning with basic theory of accounting and the tools and instruments of financial analysis.
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General Learning Objectives: Students will be capable of formulating, consolidating, and re-expressing financial statements of organizations, with the support of generally accepted principles of accounting, rules, criteria, methods, and computer tools.
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Thematic Content

Topics and subtopics of the unit:	Hours
1. Outline of the Basic Theory of Accounting. 1.1 Definition of financial accounting. 1.2 Characteristics of accounting information. 1.3 Concepts that make up the Basic structure of accounting. 1.4 Accounting principles applicable to information and presentation. 1.5 Prudential criteria for the application of particular rules.	4
2. Financial Statements. 2.1 Objective. 2.2 Characteristics. 2.3 Limitations in the usage of financial statements. 2.4 Formulation and presentation of financial statements 2.5 Financial information in intermediate dates.	6
3. Financial Statement Consolidation. 3.1 Concepts of established financial statements. 3.2 Concepts of combined financial statements. 3.3 Definition of a having or headquarter company. 3.4 Definition of subsidiary company. 3.5 Definition of associated company. 3.6 Companies that should consolidate. 3.6.1 Conditions and requirements for the control of a subsidiary. 3.6.2 Conditions and requirements related to uniformity. 3.7 Presentation rules for consolidated Financial Statements. 3.8 Formation rules for combined financial statements. 3.9 Merger register rules. 3.10 Preparation process for consolidated Financial Statements. 3.11 Permanent investments in associated companies and non-consolidated subsidiaries. 3.12 Accounting treatment of profit among companies, in the preparation of consolidated Financial Statements and in the evaluation of non-consolidated investments.	10

<ul style="list-style-type: none"> 3.13 Financial Statements consolidation – Acquisition date 3.14 Consolidated Financial Statements at a date later than acquisition. 3.15 Financial Statements consolidation. Inter-company operations. 	
<ul style="list-style-type: none"> 4. Re-expression of Financial Statements 4.1 Re-expression causes. <ul style="list-style-type: none"> 4.1.1 Inflation and its effects. 4.1.2 Gains and losses generated by causes different from inflation. 4.2 Accountable financial information. <ul style="list-style-type: none"> 4.2.1 Number base expressed in Financial Statements in an inflation environment. 4.2.2 Accounting principle of “original historic value”. 4.2.3 Distortion of historic information. 4.2.4 Consequences of handling traditional information. 4.3 Re-expression of financial information. <ul style="list-style-type: none"> 4.3.1 Background. 4.3.2 Historic control register. 4.3.3 Re-evaluation of fixed assets. 4.3.4 The need for correction of information based on historic cost. 4.3.5 Information that should be updated. 4.3.6 Amount update method. 4.3.7 Conclusions of the b-7 bulletin by the principles commission of I.M.P.C. 4.3.8 The relevance of updated information in basic Financial Statements. 4.3.9 The case of companies trading in the stock market. 4.3.10 Obligatory observation starting from January 1st, 1980. 4.4 Recognition of inflation effects in financial information. <ul style="list-style-type: none"> 4.4.1 New B-10 bulletin. 4.4.2 General norms to reflect the effects of inflation in basic financial information. 4.4.3 Integral cost of financing. 4.4.4 Presentation of basic Financial Statements 4.4.5 Comments of a practical case of re-expression methods. 4.5 Development of practical cases. <ul style="list-style-type: none"> 4.5.1 Under index method. 4.5.2 Under specific case method. 4.5.3 Presentation of re-expressed Financial Statements. 	<p>8</p>
<ul style="list-style-type: none"> 5. Financial Analysis Tools. 5.1 Overview. <ul style="list-style-type: none"> 5.1.1 Financial analysis concept. 5.1.2 Object of financial analysis. 5.1.3 Previous requirements of financial analysis 5.1.4 Inflation implication in financial analysis. 5.1.5 Limitations of financial analysis 5.2 Methodology of financial analysis <ul style="list-style-type: none"> 5.2.1 Tendency method. 5.2.2 Method of common base statements. 5.2.3 Percentage reduction method. 5.2.4 Ratio analysis method. 5.3 Analysis, interpretation and usage of financial information. <ul style="list-style-type: none"> 5.3.1 Meaning of re-expressed amounts. 5.3.2 Clarification notes in financial statements. 5.3.3 Analysis of updated financial information. 5.3.4 Financial planning based on updated amounts. 	<p>8</p>

Course Name: Capital Investment Projects	Course ID: FZ 504
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course offers a global understanding of the methods used during the economic preparation and assessment of investment projects. The components and processes of market, economic, and technical research will be analyzed.

General Learning Objectives: Students will be capable of formulating and assessing investment projects through a series of techniques, criteria, and tools that will allow them to collect, create, and analyze a group of economic information that will allow them to quantitatively and qualitatively judge the advantages and drawbacks of assigning economic resources to any given project, supported by the use of a computer.

Thematic Content

Topics and subtopics of the unit:	Hours
<p>1. General aspects of investment projects and their connection to the planning process.</p> <p>1.1 What is a project? 1.2 Why do we invest and why are projects necessary? 1.3 The study of investment projects. 1.4 Development, program, and Project planning. 1.5 The process of project preparation and development.</p> <p style="padding-left: 20px;">1.5.1 Reaches of project study. 1.5.2 The study of projects as a process. 1.5.3 The technical study of a project. 1.5.4 Market research. 1.5.5 Administrative and legal study. 1.5.6 Financial study.</p>	4
<p>2. Market Research.</p> <p>2.1 Objectives and overview. 2.2 Product definition. 2.3 Nature and uses of the product. 2.4 Analysis of demand.</p> <p style="padding-left: 20px;">2.4.1 Definition. 2.4.2 How demand is analyzed. 2.4.3 Recollection of information through secondary sources. 2.4.4 Projection methods. 2.4.5 Regression and linear correlation with two or three variables. Least squares methods. 2.4.6 Time series methods. 2.4.7 Single exponential smoothing method.</p> <p>2.5 Recollection of information through primary sources. 2.5.1 How information is recollected.</p>	8

<ul style="list-style-type: none"> 2.5.2 Sampling procedure and determination of sample size. 2.5.3 Measurement and interpretation. 2.5.4 Non-probabilistic sample procedures. 2.6 Analysis supply. <ul style="list-style-type: none"> 2.6.1 Definition. 2.6.2 Main types of supply. 2.6.3 How supply is analyzed. 2.6.4 Supply projection. 2.7 Supply and demand balance. <ul style="list-style-type: none"> 2.7.1 Opportunity margin for projects (unsatisfied demand). 2.7.2 Imports. 2.8 Competition analysis (national and foreign). <ul style="list-style-type: none"> 2.8.1 Quality, price, Financing, delivery time, service, versatility, market segmentation. 2.9 Captive markets. 2.10 Product commercialization. <ul style="list-style-type: none"> 2.10.1 Definition. 2.10.2 Distribution channels and their nature. 2.10.3 How to select the most appropriate channel for product distribution. 2.10.4 Complementary aspects of market penetration. <ul style="list-style-type: none"> 2.10.4.1 Comparative analysis of the duration of competition. 2.10.4.2 Package design. 2.10.4.3 Publicity planning. 2.10.4.4 Promotion analysis. 2.11 Probable margins of market penetration. 2.12 National sales forecast. 2.13 Study of the export market. 2.14 Total sales forecast. 2.15 Market research conclusions. 	
<ul style="list-style-type: none"> 3. Technical studies. <ul style="list-style-type: none"> 3.1 Objective and overview of technical studies. 3.2 Determination of the optimum size of the plant. 3.3 Elements that determine or condition the size of the plant. 3.4 Production capacity concepts (Theoretical, installed, and well-used). 3.5 Determining elements for the location of an industrial plant. 3.6 Location factors of an industrial plant. 3.7 Project engineering. <ul style="list-style-type: none"> 3.7.1 General Objectives. 3.7.2 Production process. 3.7.3 Analysis techniques for the production process. 3.7.4 Plant design from the inside out. 3.8 Relevant factors that determine the acquisition of machinery and equipment. 3.9 Plan distribution. <ul style="list-style-type: none"> 3.9.1 Objectives and basic principles of plant distribution. 3.9.2 Types of processes and their characteristics. 3.9.3 Distribution methods. 3.10 Practical presentation of technical Studies. 	8
<ul style="list-style-type: none"> 4. Organization. <ul style="list-style-type: none"> 4.1 Incidence of cost in organizational aspects. <ul style="list-style-type: none"> 4.1.1 Project organization study. 4.1.2 Effect of organizational variables in preparation of the Project.. 	6

<ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 	
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<p>Evaluation criteria and procedures:</p> <ul style="list-style-type: none"> • Final Exam • Homework and assignments • Final project • Participation
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Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Evaluación de proyectos	Baca Urbina, Gabriel	McGraw-Hill	4ª Ed. 2001
2	Reference	Preparación y evaluación de proyectos	Massir Sapag Chain Reynaldo Sapag Chain	McGraw-Hill	2ª Ed. 1989
3	Reference	Análisis y evaluación de los proyectos de inversión	Coss Bu, Raúl	Limusa	2ª Ed. 1990
4	Reference	Análisis y evaluación de proyectos de inversión para bienes de capital	Huerta Ríos Ernestina Siu Villanueva Carlos	I.M.C.P.	2ª Ed. 1995
5	Reference	Planeación financiera en la empresa moderna	Haime Levy, Luis	ISEF	1997
6	Reference	Formulación y evaluación de proyectos de inversión	Juan Gallardo Cervantes	McGraw-Hill	1998
7	Reference	Evaluación de proyectos de inversión	Alberto García Mendoza	McGraw-Hill	1998
8	Guide	Guía para la formulación y evaluación de proyectos de inversión	Nacional Financiera	NAFIN	2000

Course Name: Financial Engineering	Course ID: FZ 505
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course provides detailed knowledge of areas of reach of Financial Engineering, analyzing the different components of an investment portfolio in the market, as well as related topics such as mergers, acquisitions, bonds and swaps.
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General Learning Objectives: Supply students with knowledge of the different instruments, its legal dispositions, the tools and techniques of Financial Engineering, within the corporate framework, to achieve the most adequate financial management, attending risk and revenue.

Thematic Content

Topics and subtopics of the unit:	Hours
<p>1. The reaches of Financial Engineering.</p> <p>1.1 Project portfolio for Financial Engineering.</p> <p>1.2 The technical Framework of Financial Engineering.</p> <p>1.2.1 Strategic events calendar.</p> <p>1.2.2 Coporate reference scenarios.</p> <p>1.2.3 Primary, secondary, and mixed emission.</p> <p>1.2.4 From firm location, to the highest effort, to commission.</p> <p>1.2.5 The costs of capital of a financial structure.</p> <p>1.2.5.1 Cost of capital of the Financing source..</p> <p>1.2.5.2 Weighted cost of capital.</p> <p>1.2.5.3 Marginal cost of capital.</p> <p>1.2.6 Rate of integral profitability.</p> <p>1.2.7 Zero coupon.</p> <p>1.2.8 Neutral capital.</p> <p>1.2.9 Multiples.</p> <p>1.2.10 Short term operations.</p>	6
<p>2. Mergers, acquisitions, and nationalization of companies.</p> <p>2.1 Main motivations for mergers.</p> <p>2.2 Key factors that should be evaluated in a merger Project.</p> <p>2.3 Stages of a merger project:</p> <p>2.3.1 Search for candidates.</p> <p>2.3.2 Candidate selection.</p> <p>2.3.3 Negotiation.</p> <p>2.3.4 Formalization.</p> <p>2.4 Risks of merging</p> <p>2.5 Ways to divide capital of merging company.</p> <p>2.6 Main motives to acquire companies.</p> <p>2.7 Key factor to evaluate in a company acquisition Project.</p> <p>2.8 Mechanisms for the acquisition of companies.</p> <p>2.9 Steps to follow when acquiring a company.</p> <p>2.10 Strategies for the acquisition of open companies.</p> <p>2.11 How to acquire a closed company.</p>	6

<ul style="list-style-type: none"> 2.12 Structure under which companies are acquired without spending monetary resources. 2.13 Advantages, drawbacks, and risk of mergers and company acquisitions. 2.14 How to nationalize a company in Mexico. 	
<p>3. Issue of stocks.</p> <ul style="list-style-type: none"> 3.1 Present, past, and future of stock issues. 3.2 Types of issues. 3.3 How to select the amount, moment, and way for a stock issue. 3.4 Procedure for a private issue of capital. <ul style="list-style-type: none"> 3.4.1 Issuing purposes. 3.4.2 Placement options. 3.4.3 Issuing options. 3.4.4 Key factors for the private issue of capital. 3.5 Neutral capital in stock issues. 3.6 How the cost of stock issuing is calculated. 3.7 How the price of issuing is determined. 3.8 The issuing of capital in International markets. 3.9 Objectives relating to a stock issue in an international market. 3.10 Requirements related to a collocation of capital abroad. 3.11 Operative framework of stock issues. 3.12 Procedure to acquire ADR's. 3.13 ADR's, GDR's and IDS's. 3.14 Differences between ADR's, ADS's, IDS's and GDR's. 3.15 Corporate effects of stock issues.. 3.16 CPOS issues as a backup for stock issues in the international market. 	6
<p>4. Bonds, obligations, and floating rate notes issuing.</p> <ul style="list-style-type: none"> 4.1 How a fixed rate bond issue is carried out. 4.2 How to issue variable rate bonds. 4.3 When it is convenient to issue bonds or obligations with a zero coupon. 4.4 Basic factors that fundament the authorization for the issuing of obligations. 4.5 Key values to evaluate.. 4.6 Financial leverage. 4.7 Amortization forms of an obligation issue. 4.8 The cost of capital in an obligation issue. 4.9 The issuing of bonds, obligations, or convertible credits. <ul style="list-style-type: none"> 4.9.1 Purposes. 4.9.2 Main characteristics. 4.9.3 Legal dispositions related to the issuing of convertible obligations. 4.9.4 Requirements for the issuing of convertibles.. 4.9.5 Relevant aspects of the technical studies. 4.9.6 Key factors in the issuing of convertibles. <ul style="list-style-type: none"> 4.9.6.1 The price of conversion.. 4.9.6.2 The moment of issuing. 4.9.6.3 The cost of issuing. 4.9.6.4 The amortization of convertibles. 4.10 Key factors to evaluate during an issue of euro bonds and floating. 4.11 How the coverage of risk is carried out during an issuing of Floating Rate Notes and Euro bonds. 4.12 Calculation of the cost of a bond, euro bond, obligation, and Floating Rate Note issue. 	6
<p>5. Convertible Warrant issuing.</p>	

Course Name: Corporate Finance	Course ID: FZ 506
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Placement in curricular map: Finance Concentration
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<p>Course Characteristics:</p> <p>This course provides a detailed knowledge of the analytical techniques and used models in financial decision making procedures in a modern corporation. The concepts and theories that work as support for Corporate Finance cover diverse topics, some of them are: strategic planning, structure and cost of capital, financing sources, society decisions, and acquisition and financial insufficiency.</p>

<p>General Learning Objectives:</p> <p>Students will be provided with the knowledge, techniques, and tools to develop the abilities and qualities of vision and innovation of financial instruments and international business, to manage with quality and efficiency the finances of organizations within a corporate model, in a national as well as international environment.</p>
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Thematic Content

Topics and subtopics of the unit:	Hours
<p>1. The environment of corporate finance.</p> <p>1.1 Finances and the corporate financial manager. 1.2 The legal, operative and financial environment of a company. 1.3 Financial strategies of a family company in the framework of debt economy and the market. 1.4 Intermediaries and the financial market.</p>	4
<p>2. Strategic Financial Information.</p> <p>2.1 Strategic planning. 2.1.1 The current competitive environment. 2.1.2 Determining factors in the attractiveness of an industry. 2.1.3 General strategies. 2.1.4 New general categories. 2.1.5 Analysis of the chain of values. 2.2 Strategic financial information. 2.2.1 Value generators from a financial point of view. 2.2.2 Traditional accounting vs. Strategic accounting. 2.2.3 Based on cost activity accounting.</p>	6
<p>3. Financial decisions and capital structures.</p> <p>3.1 Financial model characteristics. 3.2 Analysis and characteristics of external financing methods. 3.3 Calculation of impact of profit by stock financial models.. 3.4 The impact of financial leverage in return rates and the value of stock. 3.5 The optimum structure of capital. 3.6 Structure and cost of weighted capital. 3.7 Operative leverage. 3.8 The impact of operative leverage on return rates and the value of stock.</p>	6

3.9	Total leverage and its impact.	
3.10	Adequate interpretation of total leverage for optimal decision making.	
4.	Cost of capital.	
4.1	Cost of capital overview.	
4.2	Cost of capital of financial sources.	
4.3	Determination of weighted cost of capital.	
4.4	Determination of marginal cost of capital.	
		4
5.	Sources of long-term liability financing in Mexico.	
5.1	Characteristics of long-term financing.	
5.2	Corporate financing.	
5.3	Financing through commercial banking.	
5.4	Financing through development trusts.	
5.5	Financing through stock exchanges.	
5.6	Financing through trusts managed by "Nacional Financiera".	
5.7	Financing through trusts managed by the National Bank for Foreign Trade.	
5.8	Financing through finance lease.	
		4
6.	Financing sources through capital contributions.	
6.1	Nature of capital contributions.	
6.2	Stock issuing.	
6.3	Stock classification.	
6.4	Basic rights of preferred stock holders.	
6.5	Advantages and drawbacks of preferred stock.	
6.6	Characteristics of common stocks.	
6.7	Rights of common stock holders.	
6.8	Advantages and disadvantages of common stock.	
6.9	Capital increase operations in a bearer financial market, group financial organization.	
6.10	Retained profits as a source of financing.	
6.11	Dividend and capital reimbursement policies; reduction of capital.	
6.12	Factors that affect dividend policies.	
6.13	Objectives and types of dividend policies.	
6.14	Non-cash dividends..	
6.15	International patrimonial capital.	
		4
7.	Society splitting.	
7.1	Fundamental principles of society splitting.	
7.2	Types of society splitting.	
7.3	Procedures to divide a society and its tendencies.	
7.4	Reasons to split.	
7.5	Terms of a society split.	
7.6	Advantages and drawbacks of splitting, from the following points of view:	
7.6.1	Legal	
7.6.2	Fiscal.	
7.6.3	Financial	
		4
8.	Strategic managerial alternatives.	
8.1	Strategic alliances.	
8.2	Co-investments.	
8.3	Franchising.	
8.4	Export promotion.	
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Course Name: International Finance	Course ID: FZ 507
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course takes on the most relevant topics of international financial markets: international finance, future merchandise markets, and investment within an international monetary system.
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General Learning Objectives: Provide students with the knowledge and tools to develop upper-management financial executives, who are experts on international operations and capable of identifying the most important factors that motivate a company to carry out operations within an international environment, as well as analyzing this risks this might entail in order to efficiently manage companies trying to enter international finance markets.

Thematic Content

Topics and subtopics of the unit:	Hours
1. International operations and the balance of payments. 1.1 Balance of payments. 1.2 Currency. 1.3 Balance of trade. 1.4 Balance of services. 1.5 Balance of current accounts. 1.6 International reserves. 1.7 International operations. 1.8 Balance of payments analysis.	6
2. The International Monetary System and its trading operations. 2.1 International financial organizations. 2.2 The modalities of the international monetary system. 2.3 The adjustment mechanisms of international financial markets. 2.4 Elements to determine the cost of international financing and the nature of financial risk. 2.5 Exchange markets. 2.6 Trade operations. 2.6.1 Use of Spot operations. 2.6.2 Spot quotes. 2.6.3 Foreign currency quotes. 2.6.4 Crossed rates. 2.6.5 Use of Forward operations. 2.6.6 Characteristics of Forward operations. 2.6.7 Forward quotations and their interpretation. 2.6.8 Roll over of Forward contracts. 2.7 Behavior of Exchange rates. 2.8 Basic Factors that affect Exchange rates. 2.9 Weighing of Exchange risk exposure. 2.10 Coverage measures against exchange risks.	8

2.11 Exchange risk management.	
2.12 Situations that provoke exchange risk and alternatives to cover it.	
2.13 Currency Swaps.	
3. The International Financial Market.	
3.1 The international financial system.	
3.2 International finance markets.	6
3.3 Euro currency market.	
3.4 Financing in Euro dollars.	
3.5 International banking competition.	
3.6 Fund raising instruments.	
3.7 International commerce financing.	
3.8 Aspects that influence the selection of financing sources.	
3.9 International bond market.	
3.10 Fund transference means among countries.	
3.11 Foreign currency financing risks.	
3.12 Forward-Forward operations.	
3.13 The North American financing system.	
3.14 The Canadian financing system.	
4. Merchandise markets and future values.	
4.1 Participation in future markets.	
4.1.1 Stocks or markets.	
4.1.2 Brokers or agents.	
4.1.3 Clients.	
4.1.4 Banks.	
4.2 Terminology used in future operations.	
4.3 Future operation procedures.	
4.4 Results from operating with futures.	
4.5 Risk coverage in future markets.	
4.6 Futures as investment alternatives.	
4.7 Future options.	
4.8 Future markets.	
4.9 Future option quotations.	
5. International commerce financing.	
5.1 Foreign trade financing and guarantees.	
5.2 Agreement of sale contracts.	
5.3 Export sales documentation.	
5.4 International commerce mediation contract.	
5.5 Business collaboration contracts.	
5.6 International transport contract.	
5.7 Insurance contracts.	
5.8 Domestic letters of credit.	
5.9 Reciprocal payment contracts.	
5.10 Short-term Exchange coverage market in Mexico.	
6. International Investment.	
6.1 Institutional and legal framework of foreign investment.	
6.2 Compared legalization regarding investments.	
6.3 Analysis of investment environment of a country.	
6.4 Foreign investment modalities.	
6.5 Technology transference.	4
7. Play and simulation of strategies.	

Course Name: International Accounting	Course ID: CB 502
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course takes on financial accounting aspects, international operations by transactions in foreign currency, taxes, subsidiary company evaluation, comparing of international accounting norms among Canada, the U.S. and Mexico, and those of the International Accounting Norms Committee.
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General Learning Objectives: Train students to understand and operate financial accounting aspects in a more international economic environment, given the globalization phenomenon in production, consumption, and financial markets.
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Thematic Content

Topics and subtopics of the unit:	Horas
1. International accounting and a new accounting dimension. 1.1 The presence of a global market. 1.2 Change factors in business and accounting. 1.3 Deficiency evidence in the accounting model and practice. 1.4 Some causes of the limitations of an accounting model. 1.5 How to improve the accounting model.	2
2. Definition of international accounting norms and information presentation. 2.1 Nature of information. 2.2 International groups that declare norms. 2.3 Authority of normative groups. 2.4 Harmonization of accounting practices and useful information for economic decision making of external users. 2.5 Economic globalization.	4
3. Introduction to the study of compared accounting norms among Canada, the U.S. and Mexico and the International Accounting Norms Commission. 3.1 Nature and structure of financial accounting norms in Canada. 3.2 Nature and structure of financial accounting norms in the U.S. 3.3 Nature and structure of financial accounting norms in Mexico. 3.4 Nature and structure of financial accounting norms of the International Accounting Norms Commission.	6
4. Problems with accounting harmony and the representation of information.. 4.1 Economic Problems. 4.2 Accounting harmony characteristics. 4.3 Education and culture. 4.4 Legal problems.	2

5. Harmonization of accounting principles across the world.	4
5.1 Three grouping models for accounting.	
5.2 Who has the valid "GAAP" internationally? IASC, EEC, OECD.	
5.3 Execution problem.	
5.4 Reference examples for accounting principles.	
6. Strategies to achieve harmony.	4
6.1 General Strategy.	
6.1.1 Economic agreements among countries.	
6.1.2 Strategy to reduce alternatives.	
6.1.3 Technology revaluation.	
6.1.4 Information as a means for competition.	
6.1.5 Ventures of joint businesses.	
6.2 Particular strategies..	
6.2.1 Economies in transition.	
6.2.2 Developing economies.	
7. International accounting services by "CPA" firms.	4
7.1 Consulting	
7.2 Fiscal planning and fiscal problem solving.	
7.3 Auditing services.	
7.4 Assessment of potential business acquisitions.	
7.5 Reference information for clients.	
8. Comparing international accounting norms among Canada, the U.S. and Mexico and those of the International Accounting Norms Commission.	6
8.1 Differences between international and national norms.	
8.2 In general rubrics:	
8.2.1 Accounting policy revelations..	
8.2.2 Change in accounting estimates.	
8.2.3 Adjustment of previous periods.	
8.2.4 Fundamental errors and omissions.	
8.2.5 Changes in accounting principles.	
8.2.6 Subsequent events.	
8.2.7 Current assets and current liabilities.	
8.2.8 Income statement.	
8.2.9 Changes in financial situation statement.	
8.2.10 Business merger and combination.	
8.2.11 Commercial credit.	
8.2.12 General consideration for the consolidation of financial statements.	
8.2.13 Consolidation mechanisms for financial statements.	
8.2.14 Joint events.	
8.2.15 Participation method.	
8.2.16 Financial Statement combination.	
8.2.17 Related aspects	
8.2.18 Segmented information.	
8.2.19 Accounting treatment of the effects of foreign currency changes.	
8.2.20 Financial Statement conversion for companies who are not incorporated or persons.	
8.3 In specific rubrics:	
8.3.1 Negotiable values.	
8.3.2 Accounts receivable.	
8.3.3 Inventories.	
8.3.4 Advanced payments.	
8.3.5 Other non-current investments.	

<p>8.3.6 Property, plant depreciation.</p> <p>8.3.7 Use value as a limit for validation of fixed assets.</p> <p>8.3.8 Changes in non-monetary assets.</p> <p>8.3.9 General criteria for intangible assets.</p> <p>8.3.10 Research and development costs.</p> <p>8.3.11 Developing companies.</p> <p>8.3.12 Long-term debt.</p> <p>8.3.13 Leases.</p> <p>8.3.14 Pensions, cost and obligations.</p> <p>8.3.15 Differed taxes.</p> <p>8.3.16 Contingencies.</p> <p>8.3.17 Extraordinary losses.</p> <p>8.3.18 Social capital and accounting capital.</p> <p>8.3.19 Stock earnings.</p> <p>8.3.20 Income recognition.</p> <p>9. Specific aspects of international accounting.</p> <p>9.1 Application (F52, NIC 21 and B15)</p> <p>9.1.1 Transactions in foreign currency.</p> <p>9.1.2 Foreign operation conversion.</p> <p>9.1.3 Foreign parity reports.</p> <p>9.2 Partial publication of foreign operations.</p> <p>9.3 Financial statement consolidation for foreign affiliates.</p> <p>9.4 Inflation effects on financial statements.</p> <p>9.5 Performance assessment for foreign operations.</p> <p>9.6 International fiscal planning.</p> <p>9.6.1 Fiscal interim</p> <p>9.6.2 Export promotion</p> <p>9.7 Price fixation on a global base.</p>	4
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<p>Learning activities:</p> <ul style="list-style-type: none"> • Classroom activities: <ul style="list-style-type: none"> - Presentation of topic by instructor. - Case discussions. - Invited Lecturers. - Presentation of final project by students. • Independent activities by students: <ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 	<p>36</p> <p>60</p>
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<p>Evaluation criteria and procedures:</p> <ul style="list-style-type: none"> • Practical exams • Theoretical exams • Assignments • Article summaries • Case development and solution • Final project 	
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Bibliography

	Type	Title	Author	Publisher	Year
1	Text Book	Contabilidad Internacional	González Esqueda, Irving Alfredo	McGraw-Hill	1ª Ed. 2003
2	Reference	International Accounting	Choi, Frederick D.S., Carol Ann Frost, Gary K. Meek	Prentice Hall	1999
3	Reference	International Accounting	M. Zafar Iqbal	South Western	2002
4	Reference	International Accounting & Reporting	Evans, Thomas G., Martin E. Taylor y Oscar J. Holzmann	South Western	1994
5	Reference	Accounting an international perspective	Mueller, Gerhard.G. H. Gernon G. Meek	McGraw-Hill	1999
6	Reference	Principios de contabilidad generalmente aceptados	I.M.C.P.	I.M.C.P	18ª 2003
7	Reference	Normas Internacionales de contabilidad supletorias	Javier Cocina Martínez	I.M.C.P.	1995
8	Reference	Principios contables de Estados Unidos de Norteamérica	Homewood, III	Irwin	2003

Course Name: Microeconomics	Course ID: EC 501
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course provides the basis for the analysis of economic aspects of decision making. It studies the theory of consumers and producers; individual decisions before Price changes; balance; market structures, factor market and market failure.
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General Learning Objectives: Students will understand the economic principles that explain the efficient use of individual and organizational resources, and apply them through analysis and discussion of relevant practical cases.
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Thematic Content

Topics and subtopics of the unit:	Hours
1. Supply and Demand.	6
1.1 Price and cost of opportunity.	
1.2 Demand Curve.	
1.3 Supply Curve.	
1.4 Market balance.	
1.5 Changes in prices and amounts.	
2. Elasticity	4
2.1 Elasticity Price of demand.	
2.2 Other elasticity of demand.	
2.3 Elasticity of supply.	
3. Efficiency.	4
3.1 Benefit and marginal cost.	
3.2 Value, Price and excess of consumer.	
3.3 Cost, Price, and excess of supplier.	
3.4 Competitive market efficiency.	
4. Consumer choices.	4
4.1 Profit and demand.	
4.2 Budget restriction, preferences and choices.	
5. Companies and markets.	8
5.1 Production organization.	
5.2 Production and cost.	
5.3 Perfect competition	
5.4 Monopoly.	
5.5 Monopolistic competition and oligopoly.	
6. Market of factors.	6
6.1 Supply and demand of factor market.	

6.2	Working market.	4
7. Market failure and government.		
7.1	Market failure and public election.	
7.2	Regulation.	
7.3	External factors.	
7.4	Uncertainty.	

Learning activities:		36
<ul style="list-style-type: none"> • Classroom activities: <ul style="list-style-type: none"> - Presentation of topic by instructor. - Case discussions. - Invited Lecturers. - Presentation of final project by students. 		
<ul style="list-style-type: none"> • Independent activities by students: <ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 		60

Evaluation criteria and procedures:	
<ul style="list-style-type: none"> • Final Exam • Homework and assignments • Final project • Participation 	

Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Microeconomía	Michael Parkin	Pearson Educación	5ª Ed. 2001
2	Reference	Microeconomía	Paul Wonnacott	McGraw-Hill	1992
3	Reference	Microeconomía, teoría y aplicaciones	Jack Hirshleifer	Prentice Hall	2ª Ed. 1988
4	Reference	Microeconomía moderna	Roger LeRoy Miller	Harla	7ª Ed. 1995
5	Reference	Fundamentos de economía	Irvin B. Tucker	Thomson	3ª Ed. 2002
6	Reference	Principios de microeconomía	N. Gregory Mankiw	McGraw-Hill	1998
7	Reference	Teoría y problemas de economía y empresa: manejo de los recursos empresariales	Dominick Salvatore	McGraw-Hill	1992

Course Name: Managerial Tax Policy	Course ID: IM 512
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course takes on different aspects of financial law and Mexican tax law.
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General Learning Objectives: At the end of this course, students will be capable of elaborating a financial tax planning, supported by the legal framework of the Mexican tax system and applying the phases of the fiscal planning process, through practical cases solved in class.

Thematic Content

Topics and subtopics of the unit:	Hours
1. Mexican Financial Rights. 1.1 Object. 1.2 State financial activity. 1.3 Public income and its classification. 1.4 Public spending.	2
2. Tax law. 2.1 Concept. 2.2 Tax elements. 2.3 Tax classification. 2.4 Hierarchy of tax laws.	3
3. Federation Income Law. 3.1 Object and validity. 3.2 Law structure. 3.3 Its importance and general comments.	3
4. Tax regimen for personas and corporations in personal income tax. 4.1 Subjects of tax. 4.2 General dispositions. 4.3 Corporation tax regimens. 4.4 Simple regimen for corporations. 4.5 Fiscal regimen for corporations exempt from tax payments. 4.6 Fiscal regimen for persons.	4
5. Fiscal regimen of residents living abroad with income in Mexico. 5.1 Subjects. 5.2 Object. 5.3 Basis of assessment. 5.4 Rates. 5.5 Obligations.	4
6. Asset tax law and its regulations. 6.1 Subjects.	4

6.2 Objects.	
6.3 Basis of assessment.	
6.4 Obligations.	
7. Added value tax law and its regulations.	
7.1 General dispositions.	4
7.2 Added value tax in the transfer of assets.	
7.3 Added value tax in services.	
7.4 Added value tax in use or temporary use of assets.	
7.5 Added value tax in the import of goods and services.	
7.6 Added value tax in the export of goods and services.	
7.7 Taxpayer obligations.	
7.8 Faculties of the authorities.	
8. Some important aspects of Social security, housing, and retirement funds (IMSS, INFONAVIT, AFORE)	6
8.1 Subjects.	
8.2 Object.	
8.3 Base salary for quotations.	
8.4 Financial regimen of IMSS, INFONAVIT and AFORE.	
8.5 General dispositions.	
9. Fiscal planning.	4
9.1 Origin and object of fiscal planning.	
9.2 Strategy design and implementation.	
9.3 Fiscal planning conditions.	
9.4 Fiscal fraud as a felony.	
9.5 Results of fiscal planning.	
9.6 Limitations of fiscal planning.	
9.7 Tools for fiscal planning.	
9.8 Phases of the process of fiscal planning.	
9.8.1 Diagnosis.	
9.8.2 Strategy design.	
9.8.3 General and analytical presentation of the program.	
9.8.4 Strategic plan.	
9.8.5 Updating	
10. Practical cases for fiscal planning	2

Learning activities:	
<ul style="list-style-type: none"> • Classroom activities: <ul style="list-style-type: none"> - Presentation of topic by instructor. - Case discussions. - Invited Lecturers. - Presentation of final project by students. 	36
<ul style="list-style-type: none"> • Independent activities by students: <ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 	60

Evaluation criteria and procedures:

- Final Exam
- Homework and assignments
- Final project
- Participation

Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Lecciones de Derecho Tributario	Jiménez González, Antonio	ECASA	1991
2	Reference	Capacitación fiscal para ejecutivos	José Pérez Chávez	Taxx	5ª Ed. 2003
3	Reference	Radiografía fiscal	José Pérez Chávez, Eladio Campero, Raymundo Fol	Taxx	2001
4	Reference	Actividades empresariales: personas físicas	José Pérez Chávez	Taxx	2002
5	Reference	Taller de prácticas fiscales: ISR, IVA, IA, IMSS, INFONAVIT	José Pérez Chávez, Eladio Campero, Raymundo Fol	Taxx	2002
6	Reference	Compendio fiscal profesional correlacionado artículo por artículo	José Pérez Chávez	Taxx	2004
7	Reference	Manual de aplicación y casos prácticos de seguridad social	José Pérez Chávez, Eladio Campero, Raymundo Fol	Tax	2003
8	Reference	Fiscalística	Daniel Diep Diep	PAC	2ª Ed. 1999
9	Reference	Estudio de las opciones legales fiscales	Oswaldo G. Reyes Mora	PAC	1997
10	Reference	Fisco agenda 2004	ISEF	ISEF	2004

Course Name: Risk Management	Course ID: FZ 508
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Placement in curricular map: Finance Concentration
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Course Characteristics: This course offers a general overview of financial risk management, describing methodologies and tools, their application and presenting the latest parameters and measures that have been designed to determine exposure to it.
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General Learning Objectives: Students will know the elements of modern risk management and apply the necessary tools to identify, measure, and control of market risks in financial institutions and companies.

Thematic Content

Topics and subtopics of the unit:	Hours
1. Introduction. Global tendencies in finance and the impact of risk management. 1.1 General view of tendencies and changes that international finance has gone through. 1.2 Types of risk in finance. 1.3 Introduction to Value at Risk.	4
2. Preliminary mathematics. 2.1 Random variable. 2.2 Probability distribution. 2.3 Normal distribution. 2.4 Time series. 2.5 Multivariable distribution. 2.6 Risk diversification. 2.7 Statistics exercises.	6
3. Preliminary financial concepts. 3.1 Valuation of financial assets. 3.2 Valuation of production release. 3.3 Risk sensibility and immunization. 3.4 Zero coupon curves.	4
4. Identification of financial risks. 4.1 Identification of exchange rate risks. 4.2 Identification of interest rate risks. 4.3 Risks in balance sheet and risks in income statement. 4.4 The case of interest rate risk in banking. 4.5 Coverage of rate risks.	6
5. Risk measurement and value management. 5.1 Measurement of exchange rate risks. 5.2 Measurement of interest rate risks. 5.3 Integrated measurement: Co-varied Value at Risk.	6

5.4 Backtesting.	
6. VaR Implementation.	6
6.1 Parametric VaR (Delta-Normal).	
6.2 Historical simulation.	
6.3 Montecarlo simulation.	
6.4 Stress Testing.	
6.5 Use of VaR in fund administration (relative VaR).	
6.6 Use of VaR in corporations (Cash Flow at Risk)	
7. Redesign of risk management.	4
7.1 Risk management model.	
7.2 Risk management as a strategic objective.	
7.3 Procedures and policies.	
7.4 Necessary infrastructure.	
7.5 Reports.	
7.6 Case study.	

Learning activities:	
<ul style="list-style-type: none"> • Classroom activities: <ul style="list-style-type: none"> - Presentation of topic by instructor. - Case discussions. - Invited Lecturers. - Presentation of final project by students. 	36
<ul style="list-style-type: none"> • Independent activities by students: <ul style="list-style-type: none"> - Previous readings. - Assignments. - Exercises and practice. - Research projects. 	60

Evaluation criteria and procedures:
<ul style="list-style-type: none"> • Final Exam • Homework and assignments • Final project • Participation

Bibliography

	Type	Title	Author	Publisher	Year
1	Reference	Managing financial risk	C. W. Smithson	Irwin	1995
2	Reference	Foundations of financial markets and institutions	Frank J. Fabozzi Franco Modigliani	Prentice Hall	1998
3	Reference	Opciones y futuro sobre divisas. Estrategias negociadoras del riesgo de cambio	Emilio Soldevilla	Díaz de Santos	1996
4	Reference	International financial markets	J. Orlin Grabbe	Prentice Hall	3ª Ed. 1996
5	Reference	Currency risk management	Alfred Kenyon	John Wiley & Sons	1981
6	Reference	Finanzas internacionales	Zbigniew Kozikowsk Zarska	McGraw-Hill	2001
7	Reference	Administración financiera internacional	Jeff Madura	Thomson	6ª Ed. 2001

