

Program: MBA concentration in Top Management

Name of course: Management Consulting	Course ID: AD508
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Placement in curricular map: Concentration on Strategy and Policy

Course characteristics: This course offers participants a general view of consultancy, its challenges and opportunities; identifying the necessary competencies and strengthening the essential ones. It provides the fundamental methodological knowledge for the administration of consultancy projects.
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General learning objectives: Students will acquire the key consultant skills and tools to be apt to participate in strategic consultancy services that add value for the clients in their organizations.
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Contents

Topics and subtopics of the unit	Hours
<p>1. Consultancy process. Consultancy objectives and range. Values added by the consultant. Internal consultancy. Product consultancy. Process consultancy. Consultant ethics.</p>	6
<p>2. Consultant profile. Consultant's different roles. Required competencies. Diagnosis of skills to develop. Teamwork. Development of costumers' trust. Consultant career plans.</p>	6
<p>3. Development of interpretation, analysis and synthesis skills. Development of interpretation, analysis and synthesis skills. Information obtainment; types of sources. Methodologies of Analysis. Interpreting and reaching conclusions. Tools to show results; graphic and tables.</p>	6
<p>4. Development of interaction skills. Report making and presentations. Oral communication. Negotiation and conflict management.</p>	6

Program: MBA concentration in High Management

Course Name: High Management	Course ID: AD503
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Placement in curricular map: Concentration on High Management

<p>Course characteristics:</p> <p>The study of Management as a discipline develops the necessary skills and knowledge to formulate and implement a labor culture oriented to the excellence in business management and business administration. Students will handle their own managerial model to find excellence levels and survival in the execution of any human activity. They will understand the environment variables that affect the managerial action through an innovation process, as well as to successfully direct the culture, idiosyncrasy and values of the involved human capital through a leadership process.</p>
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<p>General learning objectives:</p> <p>To analyze and understand the behavior of the critical variables from the immediate surrounding in strategy formulation. To know, understand and apply a General Management model for the solution of the problems and managerial competitiveness. To analyze the influence of the manager in the change of a company's managerial culture and the main problems of business management he has to face. To explore and analyze the surrounding of the company in its cultural, economical, political and market globalization aspects.</p>
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Contents

Topics and subtopics of the unit	Hours
<p>7. Manager skills and work. Exploration and analysis of the efficient manager. Required skills in high management. Profiles of managerial positions. Manager and his work. Management challenges and new perspectives.</p>	6
<p>8. Company's nature, function and surroundings. Company's anatomy. General structure. Management and administration advice. Functional activities. Company's financial frame. Human resource and its importance. Environment factor: economical, political, technological, social and cultural.</p>	6
<p>9. Administrative cultures. Company's culture, values and mission. Orientation towards the costumer, person and work. Excellence and quality. Manager responsibilities in change of organizational culture. Organizational culture tendencies or deep changes. Corporative tendencies.</p>	4

<ul style="list-style-type: none"> - Assignments. - Exercises and practice. - Research projects. 	
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<p>Assessment 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	Total global strategy: Managing for worldwide competitive advantage	George S. Yip	Prentice Hall	2002
2	Textbook	Corporate strategy: a resource-based approach	Cynthia A. Montgomery David J. Collins	McGraw-Hill	1998
3	Reference	World view: global strategies for the new economy	Jeffrey Garten	Harvard Business School Press	
4	Reference	Managing for the future	Truman Talley	Books/Dutton New York	1992
5	Reference	The only thing that matters	Karl Albrecht	Harper Business	2000
6	Reference	Management Through Service	Joan Ginebra, Rafael Arana	McGraw-Hill	1990

Program: MBA concentracion in High Management

Course: Entrepreneurial Development	Course ID: AD507
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Placement in curricular map: Concentration on High Management

Course characteristics: This course develops the concepts to evaluate a personal entrepreneurial strategy as well as a learning methodology to explore the entrepreneurial mentality and the process of business creation, development, administration, evaluation and reinvention.

General learning objectives: Students will develop the mentality, disciplines and methodology associated to the entrepreneurial process of creation and profitable development of a business.

Contents

Topics and subtopics of the unit:	Hours
<p>15. Entrepreneur’s Mentality. Concept and entrepreneurial spirit. Entrepreneur’s nature, characteristics and personality. Administration vs. Leadership vs. Innovation vs. Imitation. Desirable and acquirable attitude and behavior. Entrepreneurial decisions Vs. Managerial decisions. Entrepreneurial, intra-entrepreneurial and traditional managerial cultures. Learning by experience.</p>	8
<p>16. Business creation process. Business creation process. Timmons’ model. Opportunity and resources. Entrepreneurial team. Adequacy, balance and moment.</p>	8
<p>17. Opportunities evaluation and concept development. Tendency identification and opportunity evaluation. Structural analysis of industry appeal. Market segment identification, profile, evaluation and selection. Feasibility analysis of the business concept. Business model and the development of the business concept. Construction of value proposition. Construction of the value delivery system: value delivery and communication.</p>	8
<p>18. Development and writing of the business plan. Benefits of business planning.</p>	6

<p>Success critical factors: flexibility, response capability, approach, commitment and determination. Range determination: summarized business plan and operational business plan. Business plan guide: Business plan structure and components. Plan writing process. Valuable communication for the shareholder.</p> <p>19. Growth Management and business reinvestment. Business evolutive cycle. Profitable growth: Growth Vs. No Growth. Problems with business growth. Growth strategies, processes and control measures. Survey of market variations and value migration. The process of business reinvention.</p>	6
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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. 	36
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<p>Assessment criteria and procedures:</p> <ul style="list-style-type: none"> • Final Exam • Homework and assignments • Final Project • Participation
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Bibliography

	Typo	Title	Author	Publisher	Year
1	Textbook	Entrepreneurship	Jerry Moorman	South-Western	1994
2	Workbook	Entrepreneurial and small business development strategies	International Economic Development Council	IEDC	2002
3	Reference	Entrepreneurship: Starting Your Own Business	Roger Hunt	Southwestern. Publishing	1988
4	Reference	Entrepreneur Business Plan	Sánchez y Cantú	McGraw-Hill	1995
5	Reference	Successful Entrepreneur	Rafael Alcaraz	McGraw-Hill	1994
6	Reference	Start-up	Stolze William		1988
7	Reference	Entrepreneur Development	Demac	McGraw-Hill	1991

Program: MBA concentration in High Management

Course Name: Project Management	Course ID: AD509
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Placement in Curricular Map: Concentration in High Management

Course Characteristics: Theoretical-practical course on Project Management tools and methodology that offers a detailed vision of the financial evaluation of projects as well as the process of Project planning, control and administration.
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General Learning Objectives: Students will be able to manage projects through their life cycle applying the knowledge of current techniques and tools, complemented with the practice of computer tools specialized in project management.
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Contents

Topics and subtopics of the unit	Hours
<p>20. Project introduction and evaluation. Introduction. Definition and characteristics. Life cycle. Fundamental Elements of Management. Methods of project selection. Project Evaluation. Cost-Benefit and Cost-Efficiency Evaluation. Profitability Criteria: VP, CAE, TIR. Independent and mutually exclusive investments. Investment size and investment best moment. Sensitivity analysis</p>	10
<p>21. Project Planning. Planning process. Reach and specifications. Programming techniques: CPM, PERT. Resources and Costs Planning. Project Planning with Microsoft© Project 2000.</p>	10
<p>22. Control of Projects. Baseline. Process of control. Control of advances and expenses. Earned Value analysis. Elements of control (reports, logbook, control of changes). Project closing.</p>	6

Project control with Microsoft© Project 2000.	
23. Management of team project. Work team and its characteristics. Assignments and social processes. Characteristics of effective teams. Team Building. Supervision and tutoring techniques. Control and evaluations of team results.	6
24. Selected topics in project administration.	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

Assessment 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	Project Management Body of Knowledge		Project Management Institute	2003
2	Reference	Professional Project Management	Yamal Chamon	Project Management Institute	2002
3	Reference	Human Resources	Vijay Verma	Project Management Institute	2002
4	Reference	The Science of Project Management	Ahmet Taspinar	Project Management Institute	2003
5	Reference	The Art of Project Management	Ahmet Taspinar	Project Management Institute	2002
6	Reference:	Franklin Covey's Project Management Method	Pablo Luengas	Franklin Covey	2002

Course Program

Course name: Family Business	Course ID: AD506
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Placement in curricular map: Concentration in High Management

<p>Course characteristics: This course covers the characteristics of family businesses, their main conflict sources and the tools for their prevention and management. It also presents the necessary elements to achieve the professionalization of a business as a means to reach success, and the vast information on the legal and technical aspects to secure the continuity of the company through an effective succession.</p>
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<p>General learning objectives: Students will know the particular characteristics of family businesses and recognize their great development potential, as well as the risks they experience. It is intended that students assimilate basic ideas for family business management, mainly focused on conflict prevention and effective planning.</p>
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Contents

Topics and subtopics of each unit:	Hours
<p>25. Family Business dynamics. Characteristics of family businesses. Types of family businesses. Life cycles. Advantages and disadvantages. Roles in family businesses. Conceptual models of family businesses. Principles in family businesses.</p>	8
<p>26. Conflict management and prevention. Strain sources. Stress and its management. Communication in family businesses. Compensations. Supervising relatives. Ideas to prevent and manage conflicts. Nature of family confrontations. Generation gap.</p>	8
<p>27. Professionalization. Labor culture in Mexico. Leadership in family businesses. Businesses evolutionary stages. Process of change in organizations.</p>	8

Professionalization and its obstacles. Quality systems. Government agencies. Organizational commitment.	
28. Succession. Succession planning. Selecting successors. Life and career plan. Successors training plan. Founder's retirement. Continuity alternatives. Family board. Legal transference of the business. Testament.	6
29. Case study.	6

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

Assessment 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	La Continuidad de la Empresa Familiar	Joan M. Amat	Gestión 2000	1ª Ed. 1998
2	Reference	Cómo trabajar con la empresa familiar: Guía para el asesor profesional	David Bork	Granica	1997
3	Reference	La empresa familiar	Peter Leacyh	Granica	1993
4	Reference	La empresa familiar	Salo Grabinsky	Del verbo aprender	1992
5	Reference	La continuidad de la empresa familiar	Joan M. Amat	Gestión 2000	1ª Ed. 1998
6	Reference	Innovation and entrepreneurship: practice and principles	Peter F. Druker	Harper & Row	1985

	Reference	Small business management: a guide to entrepreneurship	Nicolas C. Siropolis	Houghton Mifflin Co.	1986
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Course Program

Course name: Business ethics and values	Course ID: CS504
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Placement in curricular map: Concentration in High Management

Course characteristics: This course offers a general view of the different philosophical currents on ethical behavior, to deepen in business and company ethics, offering practical elements on the development of a business culture based on values in Mexico. Case studies according to the new challenges of management are also covered.

General learning objectives: Participants will apply the appropriate ethical concepts to solve moral issues in business decisions; they will recognize the importance of a business culture in Mexico based on ethics and develop a model to implant values in the company.

Contents

Topics and subtopics of each unit:	Hours
30. Society and values. Subjectivism and objectivism, the axiological dilemma. Definition of values, ethics and moral. Quality of values. Moral and Law. Philosophical currents.	4
31. Business culture. Mexican culture. Elements of culture. Business culture.	8
32. Values in business. Objectives and elements of a business.	8

<p>Fundamental principles for an action framework. General principles. Action principles. Application criteria. Axiological criteria. Operative criteria.</p> <p>33. Social responsibility. Profitability and responsibility. Private initiative and culture. Businessman social responsibility.</p> <p>34. Model to implement values in a business. Diagnosis. Planning. Budget. Implementation. Assessment.</p> <p>35. Case studies. Ethics and environment. Ethics of production for consumers and marketing. Discrimination ethics in the workplace.</p>	<p>6</p> <p>6</p> <p>4</p>
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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>Assessment 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	Valores en la cultura empresarial	Juan Carlos Pérez Góngora	McGraw-Hill	1ª Ed. 1999
2	Reference	Business Ethics. Concepts and Cases	Manuel G. Velásquez	Prentice Hall	4ª Ed. 1998
3	Reference	Liderazgo, valores y cultura organizacional.	Alfonso Silicio A., David Casares A.,	McGraw-Hill	1ª Ed. 1999

			José Luis González M.		
4	Reference	Fundamentos de ética de empresa.	Juan M. Elegido	IPADE	1ª Ed. 1998
5	Reference	Ethical theory and business	Tom L. Beauchamp, Norman E. Bowie	Prentice Hall	5ª Ed. 1997
6	Reference	Nuevas reflexiones acerca de las organizaciones de negocios. El éxito basado en la integridad de las personas.	Robert C. Solomon	Oxford	1ª Ed. 2000
7	Reference	Ethics and the conduct of business	John R. Boatright	Prentice Hall	2ª Ed. 1997
8	Reference	Ética y empresa	Carlos de la Isla (compilador)	FCE, ITAM, USEM México	1ª Ed. 2000
9	Reference	Business Ethics 02/03 Annual Editions		McGraw-Hill	14ª Ed. 2002

Course Program

Course name: Corporate Law	Course ID: DE501
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Placement in curricular map: Concentration in High Management

Course characteristics: This course deals with the basic elements of Corporate Law, covering the study of the company's legal framework; commercial and civil contracts, titles and credit transactions; property and copyright; foreign investment and migratory law; ecological and labor law, and legal steps to solve controversies.
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General learning objectives: Students will study the company as a unit of production of goods and services in relation with its creation, organization and functioning forms inside a legal framework.
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Contents

Topics and subtopics of unit:	Hours
36. The company and its legal organization. People inside Law. Natural person. Artificial person. The Commercial transaction and business people. Artificial person in Civil Law. Non-profit organizations.	6

<ul style="list-style-type: none"> Civil partnerships. Artificial Persons in Commercial Law. <ul style="list-style-type: none"> General Characteristics. Concept and classification. The constitution of societies. Reserves required by law. Undivided profits. Business associations. Limited Liability Companies. Chartered company. Definition and constitution forms. Capital stock, stock shares and other titles emitted by the society. Regular and special meetings. Administration organs and surveillance. Interior regime and functioning. Fixed and variable capital. Joint venture. Business associations with agrarian purposes. Cooperatives. Society merge, split, transformation and liquidation. Holding Companies. 	6
<p>37. Civil and commercial contracts.</p> <ul style="list-style-type: none"> Contracts introduction and general aspects. Guarantor agreement and Irrevocable trust transferring title. <ul style="list-style-type: none"> Buying and selling and its modalities. Permutation. Gift. Mutuum. Mortgage. Pledge. General aspects. Civil pledge. Commercial pledge. Trust. General aspects. Irrevocable trust transferring title. Guarantor trust. Administration trust. Condominium property system. Contracts of temporary use of goods. <ul style="list-style-type: none"> Lease. General aspects. Real estate lease. Personal property lease. Gratuitous loan. Contracts for services. <ul style="list-style-type: none"> General agency. Rendering of services. Commercial commission. Supply and subscription. Agency, brokerage, mediation and distribution. Fixed price work. Transportation 	
<p>38. Instruments and credit transactions.</p> <ul style="list-style-type: none"> Credit instruments. <ul style="list-style-type: none"> Bill of exchange. Promissory note. Check and its modalities. Liabilities. Stocks. Certificate of participation. Certificate of deposit and note issued against warehoused property. Traditional credit transaction. <ul style="list-style-type: none"> Deposit. Repurchase agreement. Discount. 	4

<p>Credits. Opening of a line of credit. Opening of a line of credit in current account. Letter of credit. Confirmed credit. Commercial loans. Loan for a specific business people.</p> <p>Financial lease.</p> <p>Factorage.</p> <p>Stock Exchange intermediation.</p>	
<p>39. Industrial property and copyright.</p> <p>Evolution of Mexican law of industrial property.</p> <p>Industrial property promotion and protection law.</p> <p>Mexican Institute of Industrial Property.</p> <p>Inventions and patents.</p> <p>Utility models.</p> <p>Industrial designs.</p> <p style="padding-left: 20px;">Industrial sketches.</p> <p style="padding-left: 20px;">Industrial models.</p> <p>Patent proceeding and register.</p> <p>Industrial secrets.</p> <p>Trademarks.</p> <p>Advertisements.</p> <p>Franchises.</p> <p>Designation of origin.</p> <p>Copyrights.</p> <p style="padding-left: 20px;">Copyright.</p> <p style="padding-left: 20px;">Translation rights.</p> <p style="padding-left: 20px;">Contracts of edition and reproduction.</p>	<p>4</p>
<p>40. Foreign investment and migratory law.</p> <p>Fundamental principles of the effective law and its regulations.</p> <p>Juridical subjects and actors regulation matter.</p> <p>Corresponding authorities in foreign investment.</p> <p>Commitment regime of the foreign investment foreseen in legislation.</p> <p>Analysis of the resolutions emitted by the Foreign Investment National Commission.</p> <p>Legal aspects of Mexican companies acquisition by foreigners.</p> <p>Regime of sanctions as foreseen in the effective law.</p> <p>Normativeness applicable to foreigners in the Naturalization and Nationality Law and the Population Law.</p>	<p>4</p>
<p>41. Ecological Law.</p> <p>Ecological normative system in Mexico.</p> <p>Protected natural areas.</p> <p>Rational usage of natural resources.</p> <p>Environment protection.</p> <p>Security and measures of control.</p> <p>Ecological crimes.</p>	<p>2</p>
<p>42. Labor Law.</p> <p>Individual work relationships.</p> <p style="padding-left: 20px;">Relationship and individual employment contract. Concepts and characteristics.</p> <p style="padding-left: 20px;">Subjects of the work relations.</p> <p style="padding-left: 20px;">Employment contract and its elements.</p> <p style="padding-left: 20px;">Obligations and prohibitions.</p> <p style="padding-left: 20px;">Working conditions.</p> <p style="padding-left: 20px;">Termination, suspension and rescission of work relationships.</p>	<p>6</p>

<p>Collective work relationships. The union. The collective employment contract and the union contract. Collective employment contracts negotiation and revision techniques. The strike. Form and content requirements. Labor bylaws. Security and hygiene. Training</p> <p>Social Security. Social Security Mexican Institute. Worker Housing National Fund Institute. Retirement Funds administrator. Workers participation in utilities.</p> <p>43. Legal steps for solving controversies. Civil and commercial procedures. Collective and individual labor conflicts. Fiscal and administrative procedures. Bankruptcy proceedings, bankruptcy and suspension. Justice privatization: Arbitration. Antecedents and general notions. Types of arbitration. Contrastive analysis between arbitration and general jurisdiction. Arbitration functioning Execution of arbitration decisions.</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. 	36
	60

<p>Assessment 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	Derecho Mercantil (Tomos I y	Joaquín Rodríguez y	Porrúa	1994

		II)	Rodríguez		
2	Reference	Sociedad Anónima Mexicana	Walter Frisch Philipp	Harla	1994
3	Reference	De los contratos civiles	Ramón Sánchez Medal	Porrúa	1991
4	Reference	Contratos mercantiles	Oscar Vázquez del Mercado	Porrúa	1992
5	Reference	Títulos y operaciones de crédito	Raúl Cervantes Ahumada	Herrero	1993
6	Reference	El régimen jurídico y la política en materia de inversiones extranjeras en México	Jaime Álvarez Soberanes	Themis	1990
7	Reference	Derecho ecológico	Dionisio Cota Kaine	Themis	1994
8	Reference	Derecho Laboral (Tomos I y II)	Néstor de Buen Lozano	Porrúa	
9	Reference	Condiciones de trabajo	Francisco Ramírez Fonseca	Pac	1985

Course Name: Leadership and Sustainable Development	Course ID: AD 505
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Placement in curricular map: Concentration in High Administration

<p>Course characteristics:</p> <p>Learning experiences are designed through readings, information analysis and exchange of points of view with debates to sensitize regarding the implicit risks of the planet imbalance as a social receptacle, as well as the importance of life diversity and the imperatives of living according to limits. This course invites students to carry on an analysis and synthesis process of the topics stated in the bibliography, with group and individual presentations by participants, with discussion and collaboration groups coordinated by the instructor, who acts as a motivating agent/facilitator. This course uses a different methodology in each session to thus, train students to manage concepts and ideas, instead of just concrete information. Some of the methodologies used in this course are: Kolb's four learning ways, the management of Abstract Knowledge, and individual research work.</p>

<p>General learning objectives:</p> <p>This course promotes and strengthens awareness in organization members on the changes of a global context: cultural/historical, social and political issues. The course's challenge is to establish in students an appropriate vision to face the challenges of the 21st century and promote change in the planet's course towards sustainability as a commitment to society. This course emphasizes the relevance of cultural processes in globalization to ensure a competitive advantage for international organizations. With this focus, managers identify and acknowledge the cultural values and factors in the international business community and the way they influence on organizational behavior.</p>
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Thematic Contents

Temas y subtemas de cada unidad:	Hours
1. Kolb's four learning ways. Globalization. History of businesses in Mexico.	4
2. Society before history. Agricultural society, industrial revolution and post-modernity. The thinking entrepreneur, as historical being.	2
3. Social Issues: psychoanalysis of our society. Can a society be ill? Humanity in a capitalist society. Auschwitz: A limited human experience. The meaning of human life.	2
4. World society and the millenium change megatrends: political issues. Political realities. State and political process. Democracy.	4
5. Cultural issues: national identity. Is there a Hispanic-American culture? Twenty countries in search of identity. Hispanic-American and Mexican idiosyncrasy, strengths and weaknesses. Motivational factors of Hispanic-Americans.	4

Learning activities guided by the instructor	Hours
	36
1. Thematic presentation by the instructor.	20
2. Lab and/or workshop practices directed by the instructor.	12
3. Presentation plenary and /or discussions leaded by the instructor.	4
4. Small group activities guided by the instructor.	

Independent learning activities:	Hours
	60
1. Reading material selected by the instructor.	10
a. Students must read individually to know and understand in detail the decision support systems and the decision process, specifically, chapters 1 and 2 from E. Turban's book.	
b. Students must read individually to know and understand information systems in network and corporate environments, specifically, chapters 9, 10, and 11 from E. Turban's book.	5
2. Writing of article, essay or reading synthesis.	
a. Students will write a technical article where a problem in decision-making in a corporate environment is described, and the way to implement information systems to solve such problem.	10
3. Problem solving selected by the instructor.	
a. Students will solve the case in chapter 1.	
b. Students will solve exercises 1, 2, 3, and 4 in chapter 2.	OP
c. Students will solve exercises 1 and 2 in chapter 3.	
4. Field Practice.	
a. This activity is about enabling students in software tools to develop information systems; therefore it is optional and according to each student's needs.	10
5. Research and development of a topic assigned by the instructor.	25
a. Students will present a topic selected from the chapters in the textbook: 4, 5, 6, and 7.	
6. Integrative Course Project.	
For this activity, students must develop exercises 1, 2, and 3 in chapter 8, and develop a prototype computer tool.	

Assessment procedures and instruments:

Assessment procedures and instruments in the course will be listed as follows:

1. Oral or written exam.
 - a. Students must prove before the instructor, orally or in writing, that the main topics of the course are understood.
2. Deliverable Products.
 - a. Students must deliver a technical article where a problem in decision/making that can be solved with the technology studied in the course is presented, besides explaining in detail how it is used.
 - b. Students will deliver a report and the exercises made to solve each problem in the textbook assigned by the instructor.
3. Group presentations.
 - a. All students must present their integrative project to the group the day and time agreed by the instructor and the group.
4. Participation in discussion sessions.
 - a. This instrument is not subject to assessment.

Assessment Criteria:

1. Assessment instruments and procedures are centered in the learning activities, whether independent or guided by the instructor.
 2. The instructor will assess and assign a grade for each assessment instrument. The assigned grade will be from 0 to 100.
 - a. Writing of technical article 25 points.
 - b. Case and problem solving 25 points.
 - c. Topic research and presentation 15 points.
 - d. Integrative project 35 points.
 3. The instructor will report to the Graduate Studies Department the average grade of all assessment instruments obtained by each student.
 4. The minimum passing grade will be 80 points.
- A student will not fail the course because of accumulated absences.

Bibliografía

	Type	Title	Author	Publisher	Year
1	Textbook	Decision Support Systems and Intelligent Systems	Efraim Turban	Prentice Hall. USA	1998
2	Consultation book	Sistemas de Información para la Toma de Decisiones, 2E.	Daniel Cohen	McGraw Hill	1998

Course Name: Decision Making Models	Course ID: MA 501
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Placement in curricular map: Concentration in High Administration

Course Characteristics:
The first part of the course is about the role and the importance of information systems in the decision-making process. The second part is about the models, concepts, and technology used in designing decision support systems. Finally, the third part of the course is regarding decision support systems for corporations (companies and work groups).

General learning objectives:
At the end of the course, students will: <ul style="list-style-type: none"> • Know and understand the decision-making process, as well as its applications in solving problems. • Know and understand the different information systems that support management. • Know and understand a special type of information systems called “Decision Support System”. • Design and implement the prototype of a decision support system. • Design and implement the prototype of a data base to be used in a decision support system. • Know and understand the different information systems to support group decisions, especially, the information system type called “Executive Information System”. • Know the main trends for supporting decisions on information systems, regarding design techniques, as well as implementation technology.

Thematic Contents:	Theme Hours
1. Decision Making and Computerized Support. 1.1 Support Systems in Management 1.2 The Decision-Making Process 1.3 Systems, Models and Support	8
2. Decision Support Systems (DSS). 2.1 DSS Overview 2.2 Data Base Design 2.3 Decision Model Design 2.4 Knowledge Base Design 2.5 User Interface Design 2.6 Development of a DSS	16

<p>3. Group Decision Support Systems 3.1 Systems in networks environment 3.2 Group Decision Support Systems 3.3 Executive Information Systems</p> <p>4. Decision Support System Trends 4.1 Business Intelligence 4.2 Data Mining 4.3 Intelligent Business Systems</p>	

Learning Activities guided by the instructor	Hours 36
<ol style="list-style-type: none"> 1. Thematic presentations by the instructor. 2. Lab and/or workshop practices directed by the instructor. 3. Presentation plenary and /or discussions led by the instructor. 4. Small group activities guided by the instructor. 5. Individual activities guided by the instructor. 	

Independent learning activities:	Hours 60
7. Reading material selected by the instructor. c. Students must read individually to know and understand in detail the decision support systems and the decision process, specifically, chapters 1 and 2 from E. Turban's book.	10
d. Students must read individually to know and understand information systems in network and corporate environments, specifically, chapters 9, 10, and 11 from E. Turban's book.	5
8. Writing of article, essay or reading synthesis. b. Students will write a technical article where a problem in decision-making in a corporate environment is described, and the way to implement information systems to solve such problem.	10
9. Problem solving selected by the instructor. d. Students will solve the case in chapter 1. e. Students will solve exercises 1, 2, 3, and 4 in chapter 2. f. Students will solve exercises 1 and 2 in chapter 3.	Elective
10. Field Practice. b. This activity is about enabling students in software tools to develop information systems; therefore it is optional and according to each student's needs.	10
11. Research and development of a topic assigned by the instructor. b. Students will present a topic selected from the chapters in the textbook: 4, 5, 6, and 7.	25
12. Integrative Course Project. a. For this activity, students must develop exercises 1, 2, and 3 in chapter 8, and develop a prototype computer tool.	

Assessment procedures and instruments:
<p>Assessment procedures and instruments in the course will be listed as follows:</p> <p>5. Oral or written exam. b. Students must prove before the instructor, orally or in writing, that the main topics of the course are understood.</p> <p>6. Deliverable Products. c. Students must deliver a technical article where a problem in decision-making that can be solved with the technology studied in the course is presented, besides explaining in detail how it is used. d. Students will deliver a report and the exercises made to solve each problem in the textbook assigned by the instructor.</p> <p>7. Group presentations. b. All students must present their integrative project to the group the day and time agreed by the instructor and the group.</p>

8. Participation in discussion sessions.
 - a. This instrument is not subject to assessment.

Assessment Criteria:

5. Assessment instruments and procedures are centered in the learning activities, whether independent or guided by the instructor.
6. The instructor will assess and assign a grade for each assessment instrument. The assigned grade will be from 0 to 100.
 - e. Writing of technical article 25 points.
 - f. Case and problem solving 25 points.
 - g. Topic research and presentation 15 points.
 - h. Integrative project 35 points.
7. The instructor will report to the Graduate Studies Department the average grade of all assessment instruments obtained by each student.
8. The minimum passing grade will be 80 points.
9. A student will not fail the course because of accumulated absences.

Bibliography

	Type	Title	Author	Publisher	Year
1	Textbook	Decision Support Systems and Intelligent Systems	Efraim Turbam	Prentice Hall, USA	1998
2	Consultation book	Information Systems for Decision-Making, 2E	Daniel Cohen	McGraw Hill	1998

Course program

Course name: Business Plan Development	Course ID: AD504
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Placement in curricular map: Concentration on Strategy and Policy

Course characteristics: This course develops the key concepts to Business Plan designing analyzing each of the required elements in the business World as well as in the context of international competence and global markets.
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General learning objectives: Students will know and apply the methodologies and strategies for the fundamental business plan design and development to start the operation of a profitable company.

Contents

Topics and subtopics of the unit:	Hours
<p>44. Introduction.</p> <ul style="list-style-type: none"> Business Plan key concepts. Characteristics of a good Business Plan. Parts of a good Lesson Plan. Business Plan and enterprise strategies. Evaluation of business ideas. 	6
<p>45. Business Plans Development.</p> <ul style="list-style-type: none"> Business Plan preparation. Executive summary. Nature of project. Product or Service. Managerial equipment. Brief history of project. Global valuation and coherence of project. SWOT analysis. Market. Market definition. Competition analysis. Price strategies. Promotion and publicity. Commercialization. Production / services. Defining short, medium and long-term objectives. Raw material and providers. Geographic location. Production area. Product or service specifications. Physic facilities. Equipment and infrastructure. 	10

<p>Process flow chart. Organizational study. Organizational chart. Description of job position. Financial study. Necessary initial investment. Financing sources. Financing structure. Pro-form financial statements. Important financial reasons in decision taking. Legal aspects.</p> <p>46. Problems related to the beginning, development and maturity of the company. Case study.</p> <p>47. Family Companies. General overview. Case study.</p> <p>48. Business development through franchises or acquisitions. Franchises. Case study. Acquisitions. Case study.</p> <p>49. Creating companies in the global context. Creating companies in the environment of international competitiveness. Confronting global competitors in local markets. Strategies to successfully confront competence.</p>	<p>6</p> <p>4</p> <p>4</p> <p>6</p>
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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>Assessment 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	Business Plan: The Intelligent Strategy	Richard Stutely	Prentice Hall	2000
2	Reference:	Strategy and planning: A Manager's guide	David Hussey	John Wiley	1999
3	Reference:	Successful Entrepreneur: Business Plan Guide	Rafael Eduardo Alcaraz Rodríguez	McGraw-Hill	1998
4	Reference:	The Successful Business Plan: Secrets and Strategies	Rhonda M. Abrams	Oasis Press	1993
5	Reference:	The Complete Book of Business Plans	Joseph A. Covello, Brian J. Hazelgren	Sourcebooks, Inc.	1993
6	Reference:	Your First Business Plan	Joseph A. Covello, Brian J. Hazelgren	Sourcebooks, Inc.	1993
7	Reference:	How to Write a Business Plan	Mike P. McKeever	Nolo Press	1992