


PROJECTS MANAGEMENT

1. Competences	To manage products and services commercialization process from market diagnosis, sales strategies and administrative tools, in order to satisfy client needs, to contribute to corporation competitiveness and national and international positioning.
1. Term	Third
2. Theoretical hours	36
3. Practical hours	69
4. Total hours	105
5. Weekly hours	7
6. Objective	Students will develop business ideas at a profile-level, making use of projects formulation and evaluation methodology, to take advantage of market opportunities and determine their feasibility.

Learning Unit	Hours		
	Theoretical	Practical	Total
I. Introduction to projects formulation	5	2	7
II. Profile-level market study	6	15	21
III. Profile-level technical study	8	13	21
IV. Profile-level financial study	10	25	35
V. Profile-level financial evaluation	7	14	51
Total	36	69	105


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PROJECTS MANAGEMENT

Learning Units


1. Learning Unit	I. Introduction to projects formulation
2. Theoretical Hours	5
3. Practical Hours	2
4. Total	7
5. Objective	Students will identify projects formulation basic concepts, their life cycle, development stages and depth levels of their studies to contextualize the business idea.

Topic	Knowledge	Skills	Values/ Behavior
Projects generalities	<p>To define the concept of investment Project and the importance of its elaboration.</p> <p>To identify concepts and characteristics of private and public projects.</p> <p>To describe relationship among projects: - independent - dependent: - complementary - substitute - mutually exclusive.</p> <p>To describe projects life cycle stages: - generation or pre-investment - execution or investment - operation - Project abandonment or closure.</p>		Ethical Responsible Analytical Proactive

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Topic	Knowledge	Skills	Values/ Behavior
Projects formulation stages	To describe projects formulation stages or pre-investment: <ul style="list-style-type: none"> - market study - technical study - organizational study - financial study - financial evaluation 		Ethical Responsible Analytical Proactive


Topic	Knowledge	Skills	Values/ Behavior
Depth levels of studies	To describe concept and characteristics of studies depth levels of a project: <ul style="list-style-type: none"> - idea - profile - pre-feasibility - feasibility. 	To compare activities to perform according to depth level of a project studies.	Punctual Critical Analytical Proactive Responsible

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PROJECTS MANAGEMENT

ASSESSMENT PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>To make a mind map containing:</p> <ul style="list-style-type: none"> - concept and importance of investment project - project types - Project life cycle - relationship among projects - projects formulation stages - studies depth levels. 	<ol style="list-style-type: none"> 1. To understand concept and importance of investment projects. 2. To identify Project types. 3. To understand relationship among projects and their life cycle. 4. To identify projects formulation stages. 5. To identify studies depth levels and their characteristics. 	<p>Mind map</p> <p>Checklist</p>

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PROJECTS MANAGEMENT

TEACHING-LEARNING PROCESS

Teaching Methodologies	Teaching Materials
Research tasks Group discussion Brainstorm	Printed material Multimedia equipment Internet Digital library Board Projector

TRAINING FACILITIES

Classroom	Languages Lab/Workshop	Corporation
X		


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PROJECTS MANAGEMENT


Learning Units

1. Learning Unit	II. Profile-level market study
2. Theoretical Hours	6
3. Practical Hours	15
4. Total	21
5. Objective	Students will formulate business ideas technical proposals to establish project operational feasibility.

Topic	Knowledge	Skills	Values/ Behavior
Definition of product or service	<p>To describe the importance of good or service definition.</p> <p>To understand good or service characteristics and properties:</p> <ul style="list-style-type: none"> - name - brand - design - size - color(s) - taste(s) - texture - package - presentation - image. 	To propose goods and services considering all their characteristics and properties.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive


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Topic	Knowledge	Skills	Values/ Behavior
Demand analysis	To identify market research process. To describe demand characterization process: - target market - geographic location - socioeconomic status - gender - age category.	To establish good or service prospective demand.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective
Supply analysis	To identify competition analysis process. To describe offer characterization process: - competitors - market presence - products quality - prices - distribution channels.	To establish existing good or service offer.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective
Marketing Mix	To identify marketing mix: - Product - Price - Place - Promotion.	To develop a marketing mix proposal for a good or service.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective

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PROJECTS MANAGEMENT
ASSESSMENT PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>From a business idea, to elaborate a market research containing:</p> <ul style="list-style-type: none"> - description of good or service - demand analysis - supply analysis - marketing mix proposal 	<ol style="list-style-type: none"> 1. To understand importance of good or service definition. 2. To identify good or service characteristics. 3. To analyze offer and supply. 4. To identify marketing mix elements. 5. To establish market feasibility of business idea. 	<p>Project</p> <p>Rubric</p>

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PROJECTS MANAGEMENT

TEACHING-LEARNING PROCESS

Teaching Methodologies	Teaching Materials
Collaborative teams Research tasks Project-based learning	Computer Projector Board Printed material Internet

TRAINING FACILITIES

Classroom	Languages Lab/Workshop	Corporation
X		


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PROJECTS MANAGEMENT


Learning Units

1. Learning Unit	III. Profile-level technical study
2. Theoretical Hours	8
3. Practical Hours	13
4. Total	21
5. Objective	Students will formulate business ideas techniques to establish project operational feasibility.


Topic	Knowledge	Skills	Values/ Behavior
Project size and location	<p>To define factors that determine project extent:</p> <ul style="list-style-type: none"> - market size - geographical zone - financial capability - technologic - legal - consumables, materials and human resources availability - organizational. <p>To describe factors and process to determine project location.</p>	To determine projects optimal size and location.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective Planning ability Teamwork

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Topic	Knowledge	Skills	Values/ Behavior
Project engineering	<p>To describe the process for plant distribution design.</p> <p>To describe service delivery process.</p> <p>To describe consumables management process.</p> <p>To understand the importance of environmental impact study in projects.</p>	To develop a projects engineering proposal.	<p>Responsible</p> <p>Honest</p> <p>Disciplined</p> <p>Ethical</p> <p>Initiative</p> <p>Researcher</p> <p>Analytical</p> <p>Creative</p> <p>Proactive</p> <p>Objective</p> <p>Planning ability</p> <p>Teamwork</p>
Infrastructure and equipment	<p>To identify infrastructure and equipment characteristics and capacity required in the project</p> <ul style="list-style-type: none"> - provider(s) - price - installed capacity - infrastructure 	To develop an infrastructure and equipment proposal.	<p>Responsible</p> <p>Honest</p> <p>Disciplined</p> <p>Ethical</p> <p>Initiative</p> <p>Researcher</p> <p>Analytical</p> <p>Creative</p> <p>Proactive</p> <p>Objective</p> <p>Planning ability</p> <p>Teamwork</p>


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Topic	Knowledge	Skills	Values/ Behavior
Providers Analysis	<p>To describe the project consumables and materials needs.</p> <p>To identify providers evaluation process.</p>	To select consumables and materials providers.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective Planning ability Teamwork
Organizational structure	<p>To distinguish organizational philosophy elements.</p> <p>To identify organizational structure types.</p> <p>To explain positions description methodology.</p>	To develop an organizational structure proposal.	Responsible Honest Disciplined Ethical Initiative Researcher Analytical Creative Proactive Objective Planning ability Teamwork

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PROJECTS MANAGEMENT
ASSESSMENT PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>From a business idea, to elaborate a technical study containing:</p> <ul style="list-style-type: none"> - size and location - project engineering - infrastructure and equipment - providers justification - organizational structure 	<ol style="list-style-type: none"> 1. To identify factors that determine project size and location. 2. To identify projects engineering process. 3. To understand providers evaluation process. 4. To identify positions description and profile methodology. 5. To present a technical proposal. 	<p>Project</p> <p>Rubric</p>

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TEACHING-LEARNING PROCESS

Teaching Methodologies	Teaching Materials
Collaborative teams Research tasks Project-based learning	Computer Projector Board Printed material Internet Specialized software

TRAINING FACILITIES

Classroom	Languages Lab/Workshop	Corporation
X		


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Learning Units

1. Learning Unit	IV. Profile-level financial study
2. Theoretical Hours	10
3. Practical Hours	25
4. Total	35
5. Objective	Students will formulate business ideas financial proposals to predict business idea operational behavior.

Topic	Knowledge	Skills	Values/ Behavior
Capital budget and funding sources	<p>To identify capital budget structure and its elaboration process:</p> <ul style="list-style-type: none"> - fixed investment - deferred investment - labor capital <p>To identify funding sources in projects:</p> <ul style="list-style-type: none"> - internal: capital - external: public and private. 	To elaborate capital budgets and funding sources.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management


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Topic	Knowledge	Skills	Values/ Behavior
Master budget	To identify master Budget structure and its elaboration process.	To develop a master budget.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management
Financial Statements Projection	To identify financial statements elaboration process. To describe proforma financial statements elaboration process.	To predict financial statements for the proposed prospect.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management
Financial Statements Analysis	To define the concept of financial statements analysis and interpretation. To describe financial statements analysis methods: - vertical - integral percentages - financial reasons - balance point - horizontal: - tendencias -increases and decreases	To interpret projects financial situation for their planning prospect.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management

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ASSESSMENT PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>From a business idea, to prepare a financial study containing:</p> <ul style="list-style-type: none"> - capital budget - funding sources - master budget - proform financial statements - financial statements analysis 	<ol style="list-style-type: none"> 1. To identify capital budget structure and funding sources. 2. To identify master budget structure. 3. To understand proforma financial statements elaboration. 4. To identify financial statements analysis methods. 5. To develop financial studies. 	<p>Project</p> <p>Rubric</p>

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TEACHING-LEARNING PROCESS

Teaching Methodologies	Teaching Materials
Practical exercises Research tasks Project-based learning	Computer Projector Board Printed material Internet Word processor Spreadsheets

TRAINING FACILITIES

Classroom	Languages Lab/Workshop	Corporation
X		


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PROJECTS MANAGEMENT


Learning Units

1. Learning Unit	V. Profile-level financial evaluation
2. Theoretical Hours	7
3. Practical Hours	14
4. Total	21
5. Objective	Students will evaluate business projects profitability to determine their feasibility.

Topic	Knowledge	Skills	Values/ Behavior
Time value of money	<p>To identify the concept of time value of money.</p> <p>To distinguish the concepts of simple interest and compound interest and their elements:</p> <ul style="list-style-type: none"> - rate - time - current value or capital - future value or amount - interest. <p>To describe the process of simple and compound calculation.</p>	To calculate the time value of money.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management


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Topic	Knowledge	Skills	Values/ Behavior
Minimum acceptable expected rate of return (TREMA, by its Spanish initials)	<p>To explain the concept of Minimum acceptable expected rate of return (TREMA).</p> <p>To describe criteria to establish TREMA:</p> <ul style="list-style-type: none"> - inflation index - leading rates - sector growth 	To determine the TREMA.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management
Net current value (VAN, by its Spanish initials)	<p>To explain the concept of net current value (VAN).</p> <p>To describe the calculation process of VAN and its decision criteria.</p> <p>To explain the procedure to calculate the recovering period of investment with discounted flows.</p>	<p>To calculate the VAN.</p> <p>To estimate investment recovering period.</p>	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management
Internal rate of return (TIR, by its Spanish initials)	<p>To explain the concept of internal rate of return (TIR).</p> <p>To describe the calculation process for TIR and its decision criteria.</p>	To calculate the TIR.	Responsible Honest Disciplined Ethical Organized Analytical Proactive Objective Planning ability Stress management

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ASSESSMENT PROCESS

Learning Outcome	Learning Process	Assessment Instruments
<p>From a business idea, to elaborate a financial pre-feasibility study containing:</p> <ul style="list-style-type: none"> - TREMA - VAN - recovering period - TIR - conclusions y recommendations 	<ol style="list-style-type: none"> 1. To understand the concepts of time value of money, simple and compound interest. 2. To distinguish the concept and process to determine the TREMA. 3. To distinguish the concept and calculation process of VAN and the recovering period. 4. To distinguish the concept and calculation process of TIR. 5. To perform the financial pre-feasibility study. 	<p>Project</p> <p>Rubric</p>

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TEACHING-LEARNING PROCESS

Teaching Methodologies	Teaching Materials
Practical exercises Research tasks Project-based learning	Computer Projector Board Printed material Internet Word processor Spreadsheets

TRAINING FACILITIES


Classroom	Languages Lab/Workshop	Corporation
X		

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ABILITIES DERIVED FROM PROFESSIONAL COMPETENCIES TO WHICH THE SUBJECT CONTRIBUTES

Ability	Performance Criteria
<p>To diagnose the corporation's condition through the use of financial, administrative and researching tools, as well as to analyze functional areas in order to plan the commercialization process.</p>	<p>Students elaborate a corporation diagnosis including:</p> <ul style="list-style-type: none"> - organizational philosophy - organizational objectives - financial analysis: <ul style="list-style-type: none"> - Vertical method <ul style="list-style-type: none"> - Financial reasons - Integral percentages - Critical point - Horizontal method <ul style="list-style-type: none"> - Tendencies - Percentage change - Installed capacity - Positioning in the market - Product analysis - Distribution channels - Competitiveness of sales force - Client portfolio behavior - Public perception - Identification of strengths and weaknesses.
<p>To perform national and international market research through an analysis of environment and the use of quantitative and qualitative methods, for commercial decision making.</p>	<p>Students present a report of markets research including:</p> <ul style="list-style-type: none"> - Executive overview - Research statement (problem, objective, hypothesis, research methodology, technical proposal, instrument for information gathering) - Data gathering and management - Results analysis and interpretation - Conclusions and recommendations.


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Ability	Performance Criteria
To formulate national and international business ideas through business projects methodology, in order to harness detected opportunities.	Students present a draft at a profile level containing: Executive overview Definition of goods or service Market analysis Technical analysis: - Organizational - Legal - Production - Environmental impact Financial analysis Pre-feasibility analysis Conclusions
To elaborate sales programs based on sales projections and through resources analysis and strategies design, to achieve commercial goals.	Students elaborate a sales program containing: - projection - objectives - goals - strategies - budgets - activities timetable
To supervise commercial processes through control tools and performance indicators, to establish improving actions and contribute to the corporation's profitability.	Students elaborate a report including: - type of supervision - control tools - sales area indicators measurement - customer satisfaction evaluation - sales force performance evaluation - improvement proposals.

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