### Specializations

- International Business
- Sales & Marketing
- Digital Business
- Financial Management & Control

### Intakes

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- 🟡 Spanish
This specialization offers a deep vision in internationalization. We shape experts in global business management and operations providing the tools to succeed in the highly complex, diverse and global environment.
WHAT WILL YOU LEARN?

- Learn how to structure and manage international companies
- Leverage the trend for increased internationalization in order to identify new business opportunities in the global marketplace
- Be aware of how to use technology and information systems as a competitive advantage
- Acquire the necessary skills to develop and manage multinational projects
- Nurture the skills needed to negotiate in multicultural environments
- Understand how to approach human resource management in a transnational and diverse environment
- Develop the skills to analyze the political, economic, legal, and cultural aspects of the places where you will be operating and their implications for developing a successful enterprise
- Gain insights into the financial risks and opportunities of doing business internationally
SPECIALIZATION IN INTERNATIONAL BUSINESS

COURSE DESCRIPTION:

MANAGEMENT & CONTROL SYSTEMS

The objective of this course is to analyze the different elements of management control in a company, examining interrelations with corporate strategy and structure. This involves a detailed analysis of the different centers of responsibility, planning and implementation, and of the treatment of information, teaching you to take informed decisions that permit corrective action and ensure objectives are met.

CORPORATE STRATEGY

This course focuses on developing and implementing corporate strategies. The aim of the course is to equip you with a conceptual and practical understanding of the strategic challenges of multinational management. The course is planned to address the formation of competitive advantage in large organizations that extend across national boundaries.

PROJECT MANAGEMENT

Today, more than ever before, you will need to successfully meet and lead change, providing effective results for your organization’s strategic objectives. These strategic objectives are achieved through the completion of hundreds of simultaneous and competing projects designed to improve organizational performance under a shortage of resources. It is within this scenario that you as a young manager will have the opportunity to shine, displaying skills and knowledge of project management and implement them effectively and efficiently. This is the main objective of this course: to provide you with the knowledge and required skills to manage complex projects in multicultural teams with geographically dispersed participants and stakeholders.

KNOWING THE MARKET AND THE CONSUMER

An understanding of the market and the consumer is a fundamental ingredient on which sales and marketing decisions are based, significantly reducing the risks of failure in the corporate world. It provides managers a critical view of the necessities and characteristics of a target audience, enabling a better understanding, providing information on the lifestyle and behavior that may alter and influence the act of purchase. Understanding consumer behavior as a decision maker and effectively acting upon it can offer companies a competitive advantage against the competition and a clear diagnosis in order to implement effective strategies.
MARKETING STRATEGY FOR DECISION MAKING

The class centers around the use of a simulator, which allows you to create your own marketing strategy. It focuses on the key elements of marketing: setting a marketing strategy under the consideration of the available customer segments and positioning alternatives. This simulator is designed to help you develop a long-term perspective and to emphasize the importance of the positioning concept. It also covers the management of an entire product portfolio, the interpretation of professional market research and advertising-related decisions.

BUSINESS, GOVERNMENT, AND SOCIETY

This course focuses on the increasingly important non-market environment of business - the political, regulatory, social, and ecological context in which contemporary global business operates. The nonmarket environment poses significant challenges to managers, while offering tremendous opportunities for the development of competitive advantage. You will learn to analyze political environments, discern systematic differences in the business environment across countries and cultures, and formulate nonmarket strategies in a global context. The course pays special attention to ethical issue and engages important debates over sustainable development and corporate social responsibility.

COUNTRY ANALYSIS

In an increasingly interdependent world countries have been following different economic and political strategies in their search for increased welfare. These different approaches have important implications for businesses, both in a foreign country and when attempting to carry out export-import activities. This course will analyze different countries and regions in terms of their political organization and their economic policies and will relate these to business issues. You will gain a greater understanding of the general environment in these countries. The ultimate objective is to equip you with a set of tools that will allow you to better analyze in your future professional life the social, economic and political characteristics of different countries, and use this understanding to make adequate business decisions.

ADVANCED FINANCE

This course will discuss the foundations of the investment banking industry and the capital markets where it operates. You will be introduced to the world of finance by covering a wide arrange of topics such as the structure and divisions of investment banks, the main role that each division performs and their links with the different capital markets. At the conclusion of this course, you will feel comfortable to analyze and discuss current conditions in the Capital Markets. That includes an understanding of the factors influencing interest rates, the flow of funds in the economy, and the trend towards integrated global markets.

PROCESS & SERVICE INNOVATION

This course introduces innovation at a product and service level. The course provides you with the opportunity to understand the challenges associated with bringing a product or service innovation to market, the diffusion process of innovations, and the challenges faced by companies in deciding whether to listen to or indeed, ignore the market. All of this is done with a global perspective.

TALENT MANAGEMENT

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying and retaining high quality talent. It will introduce you to the strategic role human resource management plays in creating competitive advantages for firms. You will study HR policies and practices in context and consider broader corporate strategies, business activities, and competitiveness in an increasingly global marketplace, paying attention to the diversity of the global workforce.
This specialization will focus on the acquisition of relevant skills and competencies that distinguishes effective sales and marketing managers in the face of the 21st century.
WHAT WILL YOU LEARN?

■ Develop the skills to leverage social media and new technologies to conduct marketing research and to learn about the needs of your customers

■ Design sustainable marketing strategies considering the proliferation of customer segments, marketing channels, and means of communication

■ Understand the key principles in designing brand strategies to fence off new entrants or to challenge incumbents in traditional industries

■ Create world class customer experiences in order to win the loyalty game against your competitors

■ Gain a better understanding of how to design marketing campaigns

■ Nurture your skills to innovate and to be creative in order to deliver the products and services customers demand in the market

■ Learn how to capitalize on the opportunities offered by digital marketing
Knowing the Market and the Consumer

An understanding of the market and the consumer is a fundamental ingredient on which sales and marketing decisions are based, significantly reducing the risks of failure in the corporate world. It provides managers a critical view of the necessities and characteristics of a target audience, enabling a better understanding of them, providing information on the lifestyle and behavior that may alter and influence the act of purchase. Understanding consumer behavior as a decision maker and effectively acting upon it can offer companies a competitive advantage against the competition and a clear diagnosis in order to implement effective strategies.

Product & Brand Management

Product and Brand Management gives you a fundamental understanding of how to build measure, and manage a brand. As products, pricing and distribution increasingly become commodities, the new competitive arena is brand value, which creates long-term profitable brand relationships. Building brand equity involves managing brands within the context of other brands, as well as managing brands over multiple categories, over time, and across multiple market segments.

Channel Management

A marketing channel is viewed as an interorganizational system involved with the task of making goods, services and concepts available for consumption by enhancing their time, place and possession utilities. Due to the advent of new technologies such as the Internet, marketing channels have become tools of enormous strategic value. Through case discussions, you will develop the necessary skills in making channel and strategic power decisions.

Pricing

Pricing is one of the most important but least understood marketing decisions. This course is designed to equip you with the concepts, techniques, and latest thinking on assessing and formulating pricing strategies. The course concentrates on how firms attempt to capture value in the revenues they earn. The objective of the course is to assist you in developing an in-depth knowledge relating to the formulation of pricing strategies for new and existing products and services. You will learn the process of making pricing decisions and explore innovative approaches for setting prices. Additional focus will be made on pricing dynamics and the reaction to and by competitors at the firm and product level.
INTEGRATED MARKETING COMMUNICATION

This course develops an understanding of how advertising, sales promotion, public relations, personal selling and in some cases packaging decisions form a coordinated marketing communications plan. This course provides you with an understanding of the role of integrated marketing communications in the overall marketing program. You will focus not only on the strategies of traditional marketing programs, but also on the growth and influence of new media, alternative methods and approaches, and the challenges and issues faced by marketers in the context of a changing marketing communications discipline. The concept of IMC recognizes that brands benefit most from an integration of all elements of the marketing mix, including advertising, personal selling, public relations, sales promotions, sponsorships, interactive marketing, and other marketing channels.

SERVICES MARKETING

Services are becoming the dominant economic driver in the global economy and are critical for competitive advantage in companies, from all industrial sectors, all around the world. Even for companies which traditionally have not been considered services companies, services represent their primary growth driver for the 21st century. For instance, IBM and GE, two companies that gained prominence due to their product offerings, now generate approximately 40% of their revenues and over 60% of current profits from services. The purpose of this course is to introduce you to services marketing as a separate and distinct area of marketing thought and practice and help you to understand its powerful influence in competitive markets.

MARKETING STRATEGY FOR DECISION MAKING

Marketing games are pre-designed scenarios with the objective to develop the necessary skills for making the right marketing decisions. The simulator used during this course allows you to set the direction for a marketing strategy. It focuses on the key elements of marketing: setting a marketing strategy under the consideration of the available customer segments and positioning alternatives. This simulator is designed to help you develop a long-term perspective and to emphasize the importance of the positioning concept. It also covers the management of an entire product portfolio, the interpretation of professional market research and advertising-related decisions.

CREATIVITY & INNOVATION MANAGEMENT

It is a known fact that one of the most valuable assets that companies have or lack in the business world is creativity. It has been proven that ideas that depart from the conventional can not only boost sales, but also change the marketplace in its entirety. Learning how to think creatively is an ability most managers should develop and apply on a day-to-day basis within an organization in order to innovate and set new standards in the marketplace. This course focuses on how to detect creativity in organizations and apply to marketing strategies when generating a product, service or marketing campaign.

SEARCH ENGINE MARKETING (SEM)

Search Engine Marketing (SEM) is the overarching term to describe marketing a website through search engines including efforts to improve organic listings and running pay-per-click ads. More than 90 percent of the online population uses a search engine first to find products, services and information. If your business wants to attract prospective customers, you’ll need to understand how to integrate facets of SEM into your overall marketing efforts. This course teaches you the basic concepts that make up SEM to provide a solid foundation to intelligently and cost-efficiently apply it to a current or future business. You’ll leave with a breadth of information, best practices, and ways to effectively incorporate SEM into a current or future project.

SALES FORCE & KEY ACCOUNT MANAGEMENT

During this course you will learn the basic functions of sales force management as well as theories and concepts about appropriately managing that function. The course is concerned with how to manage a sales force rather than with how to sell. The emphasis is on business-to-business (rather than consumer) sales force management. Topics covered include salesperson effectiveness, deployment, organizational design, compensation and evaluation.
This specialization will focus on hard and soft skills which will equip students with the necessary abilities to excel in an environment of constant technological change and understand the strategic approaches in the Digital World.

WHO ARE THE TOP EMPLOYERS OF OUR DIGITAL BUSINESS STUDENTS?
WHAT WILL YOU LEARN?

- Skills required to manage any company in the different scenarios of the digital economy
- Knowledge that can generate new competitive advantage and new business models for companies that want to implement or are using innovative digital tools in the form of new channels of sales and distribution, marketing, information systems and communication
- Gain a deep and broad understanding of the changes brought to the market by new social and technological trends: from web 2.0 to social networking, from twitter to mobile games.
- The technical competencies required to meet the challenges of the marketplace and fully understand the scope of technological change
- A global vision of what a converging enterprise should be, by understanding a new 2.0 customer, culture and technology from a different perspective
- The capacity to respond with integrated and innovative services and products
- Technological and digital evolution scenarios and their business impact

Accenture, Amadeus, Everis, Elogos, Ericsson, Google, IBM, Jazztel, Nokia, Telefonica.
This course is designed to provide you with a vision of the basic competitive strategies that companies are following in reaction to the transformation of industries that comes with the use of digital technologies. The convergence of industries is a reality. The boundaries between industries like telecommunications, software, media and device manufacturing is blurring. This process is also changing how we produce culture, the way we interact with companies and institutions and the way we buy products and services. There are huge challenges for established companies: companies must adapt quickly to new market conditions populated with competitors from unsuspected places. At the same time, great opportunities are emerging for innovators with new business models. Understanding these processes and the fundamental challenges companies face in the digital ecosystem is the chief aim of this course.

The course also focused on the strategic tools needed to translate these trends into actionable business strategies.

The course will help you understand the business models and trends in mobile business, and also face the challenges of how an app is built and how it can be successful. Mobility and the development of business models that maximize its potential is the next frontier for companies situated in the digital economy. In this course you will explore the challenges and opportunities generated in this environment by understanding how different players interact - telecom operators, handset manufacturers, and software developers. You will determine how this development affects any company trying to get to their customers and reach a reaction from them. The course is also designed to face the challenge of building applications for the main ecosystems -iOS, Android, Windows- and understand its complexity and the connection of technology business needs, so that you can immediately apply your knowledge to fostering the adoption and application of mobile solutions in their future positions.

The course helps the students without a technical background among you understand the technologies that are shaping the evolution of the digital industries and how they will play out in the future. Those of you with a strong technical background will better understand the business implication of the technologies that you are already familiar with. This class focuses on technological convergence vs. business strategies and how disruptive technologies can reshape competition. It covers topics related to scenario analysis of the technologies involved in convergence sectors: telecommunications, software, informatics and electronics. Its not a course designed for engineers, but a course that will help managers to understand the effect that these technologies produce in the context of the evolution of business, society and technology. At the end of the course, you will understand how the developments in technology that are coming in the next five years can affect the current business ecosystem and, more importantly, you will have a set of tools to analyze possible scenarios of evolution and make decisions based on them.

Early winners in the convergence process share a common trait: a commitment to innovation. In this class you will learn to apply the practical tools and practices that can be used to foster innovation within companies. You’ll explore different methodologies and processes designed to foster innovation within and across organizations boundaries. You’ll begin with basic techniques used to manage the processes that lead to positive results in innovation efforts and move on to a practical approach that will ensure that your toolbox suits different types of companies and industries. You will explore innovation at the organizational, group and personal level, fostering the analysis and critical evaluation of tools and practices used in the industry.
THE SOCIAL WEB AND THE CUSTOMER

Social media is central to the transformation of digital media and the creation of a digital ecosystem. Social Media impacts all companies, across all markets, and there is clearly a growing trend both in its use and its impact. And, of course, there is much more than Facebook. In this course you will explore different ways of engaging customers through the use of social media. You’ll learn about basic technological tools and strategies related to the management of clients, and the impact of the latest developments in social tools over the web in these relationships. In an industry fighting for ever increasing average revenue per user, managing the needs and expectations of clients is fundamental. You will learn to choose the best technology available to achieve your goal and to adapt the best tools to fit the specific strategy of your company.

DIGITAL MARKETING

The course goes beyond the content of traditional marketing courses and focuses on the latest tools and trends used in digital marketing across different platforms and industries. With the evolution of new media and the advent of a new breed of more informed and demanding customers, the marketing departments have no choice but to search for new tools and motivated executives with the latest skills. In this course you will explore the most advanced techniques in digital marketing and how they fit with the traditional tools used in the area. Your challenge as a young manager is to understand the role of traditional marketing while keeping a clear view of how the new trends can be maximized in both traditional and younger companies. You will learn about new digital marketing tools and how to deploy them and measure their effects in different types of companies.

BUILDING AN ONLINE BUSINESS

What are the real challenges that a company faces when trying to “go online”? What are the legal, technological and organizational implications of such a strategy? Taught from a practical perspective, you will follow an online business initiative in its different aspects. You will be able to directly translate this experience, which will cover a range of issues from technology needs and options to payment systems, into real-life projects in both big and small companies.

CONVERSATIONS WITH THE NEW CUSTOMER

Once you are comfortable with the basic marketing mix tools and strategies, the next step is to utilize specific tools to reach a new breadth of customers: clients who now have more information, clients who demand excellent service from their providers, and clients who are willing to help companies personalize products and services, or even create new ones. You will build the integrative skills needed to coordinate specific actions to engage customers. In this class, which is built around the perspective of companies using tools previously studied and analyzed in the digital marketing and social media courses. Real-life examples and guest speakers from innovative companies will help to illustrate groundbreaking uses of new tools and new strategies.

CHALLENGES AND OPPORTUNITIES FOR THE MEDIA INDUSTRY

As the industry is in the middle of a fast and painful transformation process, we will explore their main challenges and opportunities. How can you start your strategy for web TV or music? What is the future of the newspaper industry? How does an e-book strategy fit in the middle of a world full of iPads and tablets? Through the analysis of different drivers of change and the reactions and rapidly changing business model emerging across different media, you’ll come to understand the processes and challenges of distributing digital media products. Interaction with guest speakers will give you an opportunity to address the issues from both the strategic and operational perspectives.

DISTRIBUTION STRATEGIES FOR TECHNOLOGY PRODUCTS

How can Apple be so successful executing its product management? How do you face a change in your distribution channel? How do telecommunication companies interact with their partners? This course has been designed to help you understand how companies create and execute strategies to establish and improve complex distribution networks around technology. The course will focus on the transformation of the distribution environment that is moving the industry to an online-offline mix that will likely change how the entire structure of the industry is organized.
Esta especialización responde a la necesidad actual de tener controllers financieros capaces de gestionar procesos de reporting para directores financieros, que implementan soluciones de contabilidad financieras y de gestión innovadoras.

¿QUÉ SON LAS PRINCIPALES EMPRESAS QUE CONTRATAN A NUESTROS ALUMNOS DE FINANCIAL MANAGEMENT & CONTROL?
¿QUÉ APRENDERÁS?

- A comprender los principios fundamentales y teoría de todas las ramas de la contabilidad como contabilidad general y contabilidad de costes
- A adquirir conocimientos sobre las normas profesionales relevantes y marco regulador para resolver cuestiones financieras de reporting en multinacionales
- A reconocer y evaluar posibles áreas de cuestiones legales en el entorno de los negocios y demostrar conocimiento de las normas legales en el análisis de riesgos
- A aplicar técnicas analíticas y cuantitativas para poder analizar estados financieros dentro del contexto de evaluación de riesgos y evaluación de empresas
- A identificar asuntos éticos y alternativas de decisión incorporando los códigos de conducta profesionales y de responsabilidad social apropiados
- A aprender a aplicar los métodos cuantitativos y cualitativos para analizar y formular decisiones financieras para organizaciones con y sin ánimo de lucro
- A adquirir un amplio conocimiento de los procesos de auditoría y de las técnicas necesarias

Allianz, Ernst & Young, Deloitte, KPMG, PWC, GE.
ANÁLISIS DE ESTADOS FINANCIEROS
Adquisición por parte del alumno de un conocimiento del proceso contable de las empresas que le permita poder analizar los estados financieros (Balance, Cuenta de Resultados, Estado de Cambios en el Patrimonio Neto y el Estado de Flujo de Tesorería) y convertir los datos en información y éstos en conocimiento.

FINANZAS CORPORATIVAS AVANZADAS
Se estudiará la influencia del endeudamiento en los beneficios, la rentabilidad y el valor de la inversión que los accionistas hacen en la empresa, lo que significa analizar cuáles son las alternativas de financiación de la empresa, cual la relación coste/riesgo de cada una de ellas y como elegir en cada caso la más adecuada. Se analizará en detalle como emiten deuda las empresas, como comparar un leasing con un crédito, cuales son las características de las obligaciones convertibles y las acciones preferentes y como se realizan las ampliaciones de capital.
Posteriormente, una vez conocido el método por el que se obtienen recursos de los bancos y de los accionistas y como se invierten con criterios de rentabilidad, se tratará de valorar negocios como un todo, analizando la rentabilidad de sus activos y la viabilidad de su financiación.

CONTROL DE GESTIÓN
La mejor estrategia puede hacer fracasar una organización sino es trasladada de concepto a realidad, de visión a acción. La implementación de la estrategia es tan relevante como su propia formulación y facilita al mismo tiempo las condiciones necesarias para el cambio estratégico, en un proceso continuo de interrelación entre estrategia y ejecución.
Este es un curso de implementación estratégica, y aborda los sistemas de gestión y herramientas que se utilizan para planificar y controlar el desempeño de una empresa. En concreto se analizan los siguientes temas: el sistema de planificación estratégica y presupuestaria, el sistema de descentralización y la planificación organizacional, sistemas de evaluación de los centros de responsabilidad, las unidades de negocio, los precios de transferencia y el sistema de información y control.
En definitiva son las personas las que consiguen el éxito o fracaso de las organizaciones, y control de gestión, en su doble vertiente de sistema de planificación y control, actúa como mecanismo inductor del comportamiento de las personas, creando las condiciones, las estructuras y las actitudes necesarias para el desarrollo y viabilidad de una empresa bajo los principios de la responsabilidad social corporativa.

ESPECIALIDAD: FINANCIAL MANAGEMENT & CONTROL
ASIGNATURAS
**RISK MANAGEMENT**

El objetivo de este curso es analizar los fundamentos de la gestión de riesgos financieros así como diferentes estrategias de cobertura que se pueden llevar a la práctica en los mercados de activos derivados.

Adicionalmente, este curso ofrecerá ejemplos de otras posibles aplicaciones de estos activos como, por ejemplo, especulación en los mercados y diseño de estrategias de arbitraje para obtener beneficios sin riesgo a partir de la identificación de oportunidades de arbitraje.

**DETERMINACIÓN DE LA EMPRESA**

Combinación de explicaciones teóricas y realización de ejercicios prácticos sobre diferentes aspectos del derecho empresarial y de la regulación de la actividad empresarial en el mercado.

**GOBIERNO CORPORATIVO**

El Gobierno Corporativo abarca las relaciones entre la dirección de una empresa, su consejo de administración, sus accionistas y otras partes interesadas tales como reguladores, trabajadores, etc. El objetivo del curso es abordar los fundamentos del Gobierno Corporativo desde distintos ángulos -el consejo de administración y los distintos comités que lo componen, la alta dirección, los accionistas e inversores, los medios de comunicación, los reguladores y otras partes interesadas.

**ANÁLISIS FORENSE DE ESTADOS FINANCIEROS**

El alumno aprenderá, entre otras cosas, de qué forma se esconde deuda fuera de un balance, cómo alterar las partidas de ingresos y costes (y por tanto, los beneficios) y cómo defenderse de estos abusos mediante la práctica del análisis forense. El curso dará una especial relevancia a la responsabilidad social corporativa, mediante el estudio de técnicas de buen gobierno que no han prevenido la formación de un escándalo contable. También se incidirá en las consecuencias económicas y personales derivadas de la falta de ética en la configuración de los parámetros contables. La mención a las NIC será continua, para que el alumno tenga una sólida formación que le permita interpretar la búsqueda del legislador por limitar, mediante las NIC, futuros escándalos y abusos contables. Como objetivo fundamental del curso, se planteará de una forma constante la relación entre las alteraciones contables y el VALOR de una empresa. Así, el alumno tendrá una visión continua del impacto tangible, en términos económicos, de las alteraciones contables.

**AUDITORÍA**

La asignatura revisa y evalúa la contribución de la auditoría a la protección del ahorro nacional invertido en las empresas y el adecuado funcionamiento de los mercados, a través de los juicios emitidos sobre la fiabilidad de la información que los administradores aportan al público como explicación de su gestión. Se analizará la formación requerida al auditor, el proceso de auditoría, los procedimientos aplicables y los parámetros para concluir sobre la adecuación y suficiencia de la evidencia, así como, de sus formas de documentación.

En concreto, el objetivo de este programa es que el alumno conozca y pueda trabajar, a nivel de un auditor junior.

**DERECHO FINANCIERO Y TRIBUTARIO**

Análisis de la importancia de la Planificación Fiscal para la empresa, con especial incidencia en la Fiscalidad Internacional y en los Grupos Multinacionales. Aspectos fundamentales de la estrategia fiscal, así como del análisis de costes y control de riesgos, utilizando diversos casos reales de especial trascendencia en el mundo empresarial.

Conocimiento de los aspectos fundamentales de la Fiscalidad Corporativa, con especial énfasis en el Impuesto sobre Sociedades. Aspectos prácticos y esenciales de los demás tributos relacionados con la empresa (IVA, IAE, IRPF, Fiscalidad Internacional) Aprendizaje del funcionamiento de los principales Impuestos, “transfer pricing”, estructuras internacionales, con soluciones de diversos casos prácticos.

**VALORACIÓN CORPORATIVA**

Introducir a los alumnos en las decisiones financieras a largo plazo que afectan el apalancamiento y la estructura óptima de financiación.

Análisis de los medios de financiación a medio y largo plazo: deuda, ampliación de capital, leasing, obligaciones convertibles.

La política de dividendos.

Valoración de empresas.

Operaciones complejas: compras apalancadas