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UNIVERSITAT POLITÈCNICA  
DE CATALUNYA  
BARCELONATECH

# MASTER'S FINAL PROJECT TEACHING GUIDE [2023-2024]

## GENERAL DETAILS

<b>Name:</b>	Master's Program Final Project
<b>Code:</b>	801514
<b>Academic Year:</b>	2023-24
<b>Degree:</b>	University Master's Program in Business Administration and Management
<b>No. of credits (ECTS):</b>	15
<b>Requirements:</b>	No previous requirements
<b>Location in the curriculum:</b>	2nd quarter
<b>Department:</b>	Strategic management
<b>Chief of Department:</b>	Dr. Alfonso Bárcena
<b>Last revision date:</b>	September 2023
<b>Lecturer in Charge:</b>	Dr Alfonso Bárcena/ Prof. Daniel Benito

## 1. GENERAL DESCRIPTION

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According to the purpose of the Master's Program in Business Administration and Management, which is to train students in business management skills so that, in their professional practice, they can perform as optimal managers both in the management of their own company in the event that they opt for entrepreneurship as to carry out management and management functions on behalf of others in companies and other public and private institutions, the development of the Master's Program Final Project is proposed as an evaluation and, where appropriate, correction, of the skills acquired to carry out correct decision-making in all the functional areas of the company: marketing and commercial management, operations, organization and management of people and administration and finances.

Through a business creation project, internationalization or research work, students, duly supervised by PhD professors, must work on the planning of the business or internationalization project up to the development of their projected status of financial economic viability, or in the demonstration of the hypotheses raised in the investigation. The work must be collected in the corresponding documentary support, in accordance with the regulations established for this purpose, and presented and defended before a tribunal.

## 2. OBJECTIVES

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- Capture and apply the set of knowledge and other skills acquired by students during their training in the development of the UMPBAM (MUADE).
- Demonstrate the learning acquired through the development of a Business Plan on an identified business opportunity, an Internationalization Project of an existing business or carrying out a Research Project.
- Contrast the solidity of the learning by tutoring the work and, where appropriate, correct and redirect those students who reveal deficiencies or distortions in learning.

## 3. CONTENTS

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### **SESSION 1 and SESSION 2: METHODOLOGY FOR THE DEVELOPMENT OF THE MASTER'S PROGRAM FINAL PROJECT**

#### **Learning outcome**

The student, once they have attended the sessions, will be able to:

- Differentiate between ideas and business opportunities / identify and hypothesize.
- Develop a CANVAS business model based on the identification of a need not covered or poorly covered in a group of consumers / market. / Distinguish between exploratory or descriptive research.
- Apply a correct sequence in the development of a Business Plan / Research Project.
- Develop a Business Plan / Internationalization Plan / Research Project.

#### **Contents**

##### 1. BUSINESS PLAN

- 1.1 Idea and business opportunity.
- 1.2 The CANVAS model.
- 1.3 Identify and satisfy needs: Value proposition
- 1.4 Analytical marketing.
- 1.5 Strategic marketing.
- 1.6 Marketing mix.
- 1.7 Planning operations: Production and service processes, layout, location, plant distribution and inventory management.
- 1.8 Organization and human resources. Jobs, organization chart and HR policies
- 1.9 Legal-fiscal planning.

## 1.10 Forecast and verification of financial viability.

### TUTORED PRACTICAL DEVELOPMENT

#### Learning outcome

The student, during and once they have developed their Final Project in a supervised manner, will be able to (according to the Final Project typology):

- Investigate and apply the theoretical knowledge acquired to the development of a real case of business creation / internationalization / research.
- Properly apply secondary / primary research techniques and, where appropriate, quantitative / qualitative ones.
- Discover new business opportunities and achieve the generation of lasting competitive advantages.
- Analyse and synthesise phenomena, business situations and organizational management problems.
- Manage information and data as key elements for decision-making and identify, formulate and solve business / research problems.
- Solve problems and make decisions at the strategic, tactical and operational levels of a business organization, taking into account the interrelation between the different functional and business areas.
- Put into practice the interpersonal skills of listening, negotiating and persuading, as well as being able to work in multidisciplinary teams to be able to operate effectively in different tasks, and, when appropriate, assume leadership responsibilities in a work group.
- Apply critical thinking about knowledge regarding business organizations, their external context and their administration and management process.
- Learn to learn autonomously, to continue training in cognitive skills and relevant knowledge applied to professional and business activity.
- Manage the acquisition, structuring, analysis and visualization of data and information in the field of specialty and critically assess the results of said management.

#### Contents

## BUSINESS PLAN

General contents:

1. Executive summary
2. Description and presentation of the business idea.
  - a. Identification of the business opportunity.
  - b. Description of the business idea.
  - c. Purpose of the creation of the company.
3. The CANVAS business model.
  - a. Unresolved or poorly resolved need, target audience and value proposition.
  - b. Relations with potential customers and distribution channels.
  - c. Gross estimate of the generation and volume of income.
  - d. Key activities, key resources and key partners.
  - e. Gross estimate of the structure and volume of costs.
4. Marketing Plan
  - a. Delineation of the need, the product / service and the target market.
  - b. Segmentation, where appropriate, of the target audience.
  - c. Analysis of the socioeconomic environment, the market and the competition.
  - d. "Internal" analysis of the offer to be created compared to that offered by the competition.
  - e. Diagnosis of the offer that is proposed by means of the SWOT matrix.
  - f. Corporate strategy and competitive strategy.
  - g. Marketing objectives.
  - h. Operational marketing:
    - Product policy
    - Price policy
    - Distribution policy
    - Communication policy
  - i. Commercial action plan
  - j. Sales projection and cost of sales.
  - k. Marketing expenses estimate.
6. Operations plan.
  - a. Definition of procurement, manufacturing / service provision, marketing, distribution processes.
  - b. Definition of support processes.
  - c. Process maps.
  - d. Facilities, machinery, teams, tools, aids..., necessary for the operation of the processes.
  - e. Location and layout.
  - f. Configuration of the supply chain, selection of suppliers and establishment of operating conditions.

- g. Estimation of investments and operating costs. Amortisation expectations.
7. Human Resources Plan.
  - a. Definition of jobs according to processes, assignment of functions and responsibilities.
  - b. Functional and hierarchical organization chart.
  - c. Human Resources and labour relations management policies. Legal references to consider.
  - d. Estimation of personnel expenses.
  - e. HR management expenses estimate
8. Legal and Fiscal Plan.
  - a. Selection of the Legal Form.
  - b. Procedures for constitution, licenses and registration of activity.
  - c. Regulatory and tax obligations.
  - d. Estimate of expenses of constitution, opening and legal and fiscal management.
9. Economic - Financial Plan.
  - a. Description and quantification of financing needs.
  - b. Financing plan: Own resources and external resources.
  - c. Financial projections (at a minimum of three years and for three scenarios: probable, optimistic and pessimistic):
    - c.1. Social security income accounts.
    - c.2. Projected treasury accounts.
    - c.3. Projected balance sheets.
  - d. Breakeven analysis.
  - e. IRR; NPV.
  - f. Economic and financial ratios.
10. Contingency plan.
  - a. Identification of possible risks.
  - b. Alternative actions.
11. Conclusions.
  - a. Project viability.
12. Bibliography and other sources of consultation.
13. Annexes.

## **RESEARCH PROJECT:**

The Research Project should basically develop the following sections:

1. Introduction:
  - a. Objectives: the investigation will be justified and the objectives will be stated, specifying the scope, reach and limits of the research.
  - b. Development sequence: a brief description of the content of the chapters will be made.
  - d. Conclusion: the main conclusion reached will be presented.
  - e. Acknowledgments (optional): acknowledgments that the author considers to the people and/or institutions that have collaborated in the research can be added.

2. Body of the work or development of the topic: organized in chapters or sections.
  - a. The problem: statement of the problem, formulation of the problem.
  - b. The theoretical framework: which will include the background of the research, the theoretical bases, the definition of basic terms, the system of hypotheses and the system of variables.
  - c. The methodological framework: research level, research design, population and sample, data collection techniques and instruments, data processing and analysis techniques.
3. Results and conclusions: they will be presented with a clear wording. Positive and negative results, pending issues, etc. can be highlighted.
4. Bibliography and other consulted references: all sources consulted should always be included. It is advisable to mention them with footnotes throughout the document, especially in the part dedicated to the development of the theoretical framework.
5. Annexes: include information that is not relevant to the development of the work, but complements it.

#### 4. TEACHING AND LEARNING METHODOLOGY

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An expository methodology (first 2 sessions) will be combined with a tutorial methodology (rest of sessions). After two sessions dedicated to the development methodology of the Final Project, the subject area will be developed through 7 sessions of participatory tutorials in which the tutor will control, verify and, where appropriate, correct the progress of the students in the development of their project, providing feedback and debating the correct approach and development, resolving doubts and questions.

#### 5. ASSESSMENT

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The grade for the course will have the following components:

Component 1: fulfilment and content of the deliveries prior to the tutorials: group grade of 15% of the grade (15%).

Component 2: attitude in the development of tutorials: individual grade of 5% of the final grade (5%).

Component 3: quality of the final document delivered, rating the content, compliance with regulations and compliance with the style manual: group rating of 50% of the final grade (50%).

Component 4: presentation and defence before the tribunal: individual qualification of 30% of the grade (30%).

To access the presentation and defence, you must have the tutor's approval and authorization.

## 6. BIBLIOGRAPHY

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### 6.1 BASIC BIBLIOGRAPHY

Profesorado Euncet (2016). *Cómo hacer un Plan de Empresa EUNCET*. Omnia Science. Texto

guía en formato digital y formato impreso.

Carlos, Fernández Collado; Pilar, Baptista Lucio (2007). *Fundamentos de metodología de la investigación*. McGraw-Hill Interamericana.

Mario, Ortí Mata; Yolanda, Agudo Arroyo (2007). *Métodos y técnicas de investigación social*. Universitaria Ramón Areces.

### 6.2 COMPLEMENTARY BIBLIOGRAPHY

Redondo López, J.A. y Rodríguez Sandiás, A. (2003): *Elaboración y Análisis de Planes de Empresa*. Tórculo Edicions, Santiago de Compostela.

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Llamazares García-Lomas, Olegario. (2017). *Plan de Internacionalización para Empresas*. Ed. Global Marketing Strategies. Madrid.

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Azorin, F. y Sánchez-C., J., (1986): *Métodos y aplicaciones del muestreo*. Madrid, Alianza Editorial.

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Hildebrand, D.K. y Lyman O. R., (1997): *Estadística aplicada a la administración y a la economía*.

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Santos Peñas, J. Y otros, (1999): Diseño y tratamiento estadístico de encuestas para estudios de mercado. Madrid, Ramón Areces.

Uriel, E., (1995): Análisis de datos, series temporales y análisis multivariante. Madrid, AC.