

Management of Small and Medium-sized Companies (3 ECTS)

Introduction

The DPYME course will reflect on the specific problems of small and medium-sized business enterprises, which are not very professionalized and, on many occasions, are family-owned companies. To this end, the course will work on truly real situations. Numbers are presented in their natural state and in their real support; that is to say, confused... Businessmen-managers are the way they are, and where there is no room for grand strategies but only for the correct operation of a few critical levers.

This practical approach is intended to sensitize students to the specific problems of SMEs, developing, on the one hand the analytical and technical skills to support correct diagnoses and, on the other hand, realism in providing solutions.

Objectives

- Refresh and apply control and financial techniques to the real accounting supports of SMEs, "translating" them into the language commonly used in the Program.
- To review the classic and recurrent problems in SMEs: management with accounting mirages and financial asphyxiation; systematization of business monitoring tools; continuity of the family business overcoming its deep traps; buying and selling processes with their business and legal implications; governance and its institutionalization; restructuring and refloating processes...
- To improve the capacity for business analysis and diagnosis in non-professionalized companies, with special emphasis on the presentation and sale to the people involved.
- To make participants aware of the most common restrictions to the implementation of action plans in SMEs: short-term approach, endemic scarcity of resources, personal objectives of the entrepreneur that do not always coincide with the needs of the business.

Content

Control and financial management applied to real SMEs.

Design and implementation of real business models.

Decisions to grow both organically and inorganically.

Restructuring of poorly performing SMEs.

Governance. How to align the board of a SME with management, shareholders and stakeholder.

Evaluation

SE2 (Presentation writing work): 50%

SE4 (Class participation): 50%

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG1. Expose and discuss business situations rigorously and effectively, using both formal and informal procedures, and providing relevant data to support their observations and conclusions.

CG2. Identify, address, and resolve interpersonal conflicts promptly and deeply without damaging the personal relationship, both within the organization and in its immediate environment of stakeholders (shareholders, customers, suppliers, etc.)

CG3. Work as a team within multicultural business environments, inspiring the trust of colleagues and collaborators, their commitment to achieving objectives, and the delegation of tasks and decisions.

CG4. Understand and apply the mechanisms that generate an environment of collaboration, communication, and trust between the members of a team or organization.

CG5. Identify the catalysts for personal and organizational change to encourage entrepreneurial and innovative behavior that allows adaptation to change business environments.

CG7. Effectively distinguish and categorize relevant information for business decision-making.

CG9. Interpret the global context to analyze and judge the threats and opportunities for the organization.

Specific

CE01. Apply a structured and rigorous process of analyzing business situations that integrates all the business dimensions (personal, strategic, financial, etc.) and concludes with a reasonable and feasible action plan.

CE07. Understand and apply conflict resolution techniques and skills in multicultural organizational environments.

CE28. Learn to manage control tools to help implement the company's strategy.

CE30. Strategically analyze the value chain and the keys to the success of an industry or a business, prior advanced knowledge of the various existing competitive strategies, the competitive contexts in

which they make sense, and the origin of sustainable competitive advantages.