

Syllabus

Academic course: 2011-12

Title: Gestión y financiación de proyectos (elective)

Code: 13353

Studies: Telecommunication Engineering

Major: Management of Technological Businesses

UPF credits: 9

ECTS credits: 7.2

Student's Workload: 180 hours

Academic calendar:

Year: 2nd

Type: Quarter

Term: 3rd quarter

Language: English

Lecturer: Raul M. Abril

Course description

1. Course outline

- **Academic course:** 2011-12
- **Title:** Gestión y financiación de proyectos **Code:** 13353
- **Type:** Elective
- **Degree / Studies:** Telecommunication Engineering
- **UPF credits:** 9 **ECTS credits:** 7.2
- **Student's workload:** 180 hours
(*nombre de crèdits ECTS x 25*)
- **Academic calendar:**
 - Year: 2nd
 - Type: Quarter
 - Term: 3rd quarter
- **Coordination:** Gemma Piella
- **Department:** Economics and Business
- **Lecturer:** Raul M. Abril
- **Departament:** Economics and Business
- **Major:** Management of Technological Businesses
- **Teaching Language:** English
- **Location:** Roc Boronat building
- **Class time table:** Monday(8:30AM-11:30AM), Tuesday (8:30AM-12:00PM), Wednesday (8:30AM-11:30PM)

2. Introduction

This course covers two domains of competencies of particular relevance for telecommunication engineers from a managerial perspective of technological businesses: Entrepreneurship and R&D portfolio management.

This course has obvious synergies with the course "Taller de Gestió d'Empreses" (13353). In addition, the themes on entrepreneurship leverage on and extend the topics of "Gestió i Direcció d'Empreses de Telecomunicació" (13352). Likewise, the themes on R&D portfolio management require the basic concepts of project management of the course "Projectes" (13343).

With the entrepreneurship themes the student will achieve competencies on the process of formulating, planning, and implementing a new technology-based venture. Students are exposed to detailed descriptions of 'how to' embark on a new venture in a logical manner.

Synchronizing enterprise technology, innovation, marketing, and growth investments with corporate strategy is a major challenge for many firms.

The course incorporates real life case studies that span business intelligence (e.g. benchmarking), introduction to multivariate data analysis, knowledge management, data warehousing and students work together in teams to develop case solutions. Specific cases include return on investment (ROI) analysis of customer relationship management (CRM) systems, earned value program, risk management, growth portfolio management, and R&D portfolio optimization.

Following Bolonia's guidelines student's performance will be based in a continuous evaluation and the overall teaching approach is to develop student's generic and specific competencies.

This course teaches the essential managerial skills of entrepreneurship and R&D portfolio management and it is designed for prospective telecommunication engineers.

3. Requirements

The student requires an acceptable level of English (understanding, oral and written). Lectures, assignments, teaching material, communications (e.g. e-mails) and exams will be in English. Likewise, it is expected that the student will use English in his/her communications in classroom.

Appropriate learning behaviors and intentions are required in this course. A generic predisposition for team working (e.g. successful handling of internal team conflicts, collaboration, active participation), handling the workload in a limited period of time, critical thinking, a problem-solving mindset approaching cases and a concern for the right balance of resources utilization are required behaviors and attitudes in this course.

4. Competencies as learning outcomes

Competencies of this course are compliant with the following guidelines:

- Model del pla docent de l'assignatura. CQUID www.upf.edu/
- Memoria para la solicitud de verificación de Títulos Oficiales. Anexo I BOE #260 pp 44046-8 October 30th 2007

Additionally, the following benchmark sources have been considered:

- The competency framework in the Advanced Management Programme Henley Management College, UK 1999
- Syllabus for Entrepreneurial Management and Change (FEUC19) Umeå School of Business, S 2007
- Syllabus for Managing Portfolios and Projects (TECH 922) Kellogg School of Management, Northwestern University USA 2007
- A methodological framework for gaining research focus by Abril, R. M. The case of problem sense making in CRM using a data warehouse. Henley Working Papers. Henley Management College, 2005

Student will demonstrate beyond reasonable doubt successful achievement of the following general competencies, appropriate to an engineering, management-oriented, demanding and continuously evaluated course:

General Competencies**Instrumental Competencies**

I1. Be realistic. Learning outcomes: Plan workload, listen to feedback, provide deliverables as evidence of learning outcomes using current real information related to Telcos and, in general, the Communications and Media Entertainment industry.

I2. Be reflective. Learning outcomes: Be able to respond the following questions

- What I set out to achieve?
- How I set out to learn?
- What I achieved?
- What I have learned?

I3. Be a critical thinker. Learning outcomes: Assessing references, extracting conclusions.

Relational Competencies

R1. Be able to communicate. Learning outcomes: English as the language for reading, Spanish for oral communication and Spanish/Catalan/English for written communication and presentations. Plan is that for 2008-09 all communications will be in English.

R2. Work in a team. Learning outcomes: Collaboration in the production of deliverables.

R3. Be accountable. Deploy a culture of responsibility & merits: Learning outcomes: Engagement rules (e. g. on time attendance), demonstrable participation in the assignments.

Procedural Competencies

P1. Be solution Focus. Learning outcomes: Understand requirements, understand problems, design and deliver a workable solution. Understand the value dimensions of the solution (Economic, commercial and social)

P2. Reduce ambiguity/Uncertainty. Learning outcomes: Discover sources of information and search for clues (e. g. bibliography data bases). Validate sources via triangulation.

P3. Be critical reader. Learning outcomes: Practice the procedure of a literature review and building a synopsis (e.g. mind maps)

P4: Be analytical thinker. Learning outcomes: Deconstruct complexity and understanding relationships among the components. Application of qualitative and quantitative analyses.

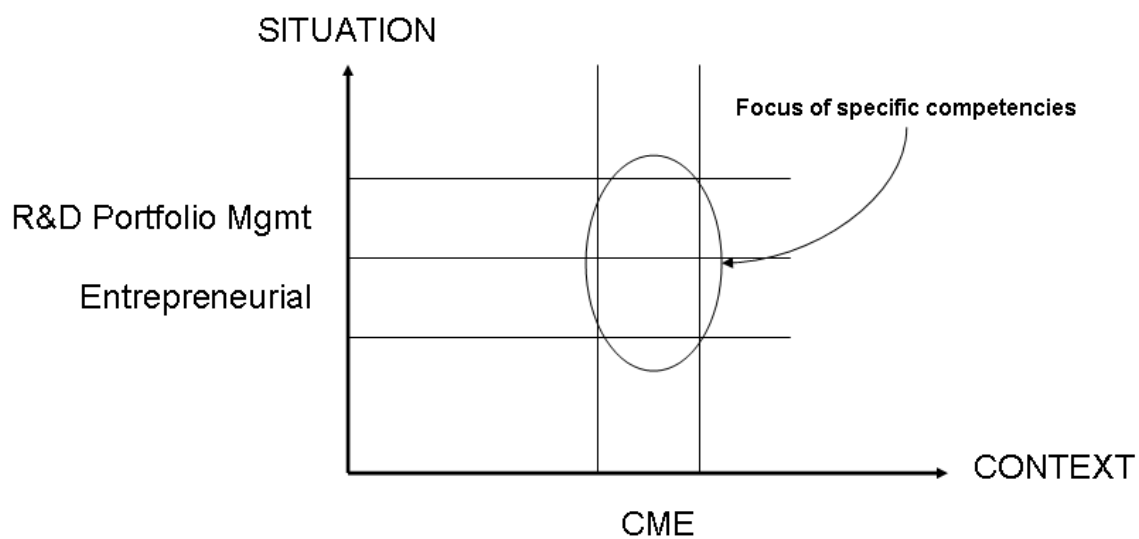
Other Competencies

O1. Be competitive. Learning outcomes: Perform engineering tasks in a competitive environment

General Competencies
O2. Be socially cognizant. Learning outcomes: Perform engineering tasks in a socially responsible way
O3 Develop an entrepreneurial engineering mindset. Learning outcomes: Self-assessment of the entrepreneurial potential as engineer
O4 Develop a sense of innovation. Learning outcomes: Understanding the impact of the synergies of the components in an R&D portfolio

The specific competencies of this course are defined taking a context-situation framework (Abril 2005). The context is the set of tasks performed in Telcos and, in general, the Communications and Media Entertainment industry. Two situations are considered:

- Situation #1: State of relevant business affairs related to entrepreneurial activities.
- Situation #2: State of relevant business affairs related to R&D portfolio management activities.



Student will demonstrate beyond reasonable doubt successful achievement of the following specific competencies in the context of realistic engineering, management-oriented activities in the Telcos and, in general, in the Communications and Media Entertainment industry, in an entrepreneurial situation and in an R&D portfolio management situation.

Specific Competencies
<p>S1. Ability to identify/define a business model . Learning outcomes: Value dimensions, key value drivers, value creation/delivery/capture.</p> <p>S2. Ability formulating requirements. Learning outcomes: Techniques for gathering and categorizing customer needs, structure of requirements, validation of requirements, requirements risk matrix.</p> <p>S3. Ability analysing scenarios. Learning outcomes: Identify the trends, estimate competitor's strategic capability, formulate a decision tree of strategic responses.</p> <p>S4. Ability performing business intelligence. Learning outcomes: Describe the basic profile of a current/future competitor, screen environment identifying the top competitors and produce a benchmark in terms of the business model.</p> <p>S5. Ability formulating the strategy. Learning outcomes: Formulate SMART startegic objectives, the strategy as a plan), techniques for aligning the strategy. Identify the suitable growth strategy.</p> <p>S6. Ability formulating selected state-of-the-art key aspects of a marketing plan. Learning outcomes: Objectives of a CRM application, requirements for CRM implementation, formulating a value proposition, creating a business impact model, identifying price drives, using Customer Value Mapping.</p> <p>S7. Ability designing the organization. Learning outcomes: Legal constitution, other non CRM key business processes, Revenue And cost management process, finance and performance management, network managememt process, regulatory compliance process, data manaegement process.</p> <p>S8. Ability formulating selected state-of-the-art key aspects of a financial plan. Learning outcomes: Setting financial goals, interpreting financial statements, revenue forecasting, expense forecasting, monitoring financial performance.</p> <p>S9. Ability defining the key aspects selling and contracting projects. Learning outcomes: Pre-sales activities, statement of work, SLA, total cost of ownership, contract pricing, RFP and compliance.</p> <p>S10. Ability monitoring the portfolio. Learning outcomes: Reporting and reviews, kill/go decissions.</p> <p>S11. Ability understanding Portfolio Management as an integration of project and program management. Learning outcomes: Different views to portafolio management (e.g. allocation of resources across businesses, strategic alignment allocation of capital to achieve maximum shareholder value, pick the right projects and foster the right kind of innovation)</p> <p>S12. Ability selecting and using portfolio management methods. Learning outcomes:</p>

Specific Competencies

Methods used to maximize the value of a portfolio, to achieve a balanced portfolio and to develop a strong link to strategy.

S13: Ability understanding best practices. Learning outcomes: What appears to work in portfolio management and what doesn't, major problems and challenges that firms have encountered as they attempt to implement portfolio management.

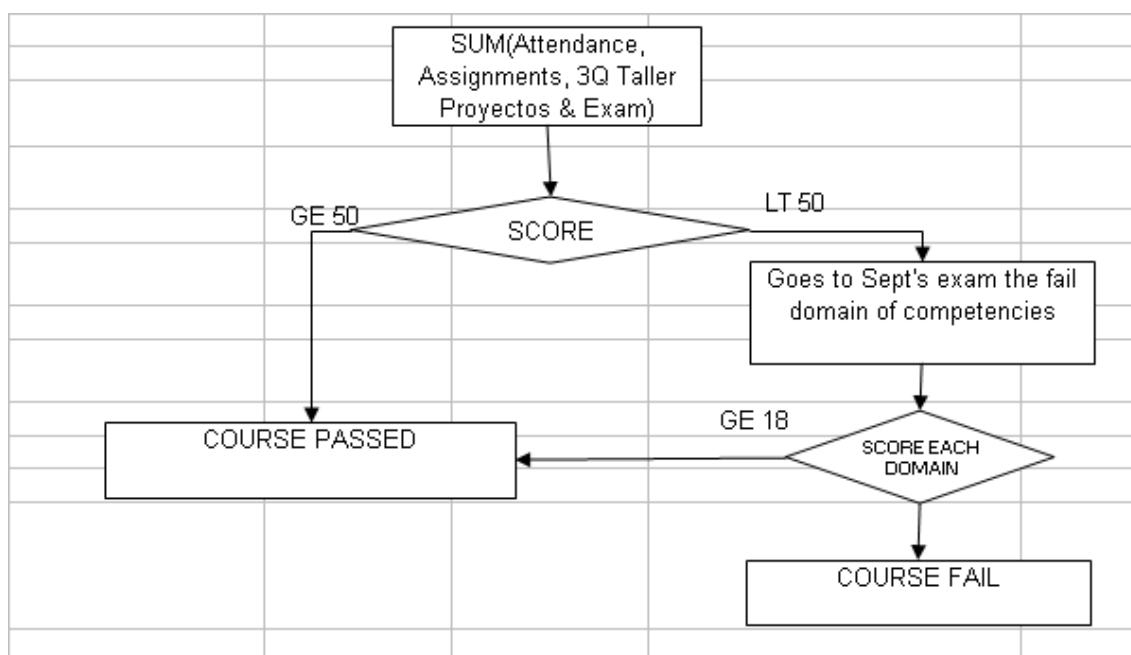
S14: Ability designing and implementing a portfolio management process. Learning outcomes: Requirements for a portfolio management process, phases, tools.

S15: Ability understanding knowledge management. Learning outcomes: Data vs. Information vs. Knowledge, types of knowledge, schools of thought (e.g. knowledge as a management resource vs. as a financial asset), Knowledge Management processes (e.g. harvesting, sharing,), Organization (e.g. Technology supporting collaboration, communities of Practice), barriers to the adoption of knowledge (e.g. The TDAKM model), Knowledge Management in temporal organizations (e.g. projects and portfolios), Knowledge Management in R&D organizations (e.g. new product development), the European standard Intellectual Capital Statement

5. Assessment

Assessment of the course will follow the following mix of 40% learning log and 60% individual research proposal.

					% SCORES	CUT OFF
Attendance					4	No aplicable
Assignments					15	No aplicable
Exam - Entrepreneurship domain of competencies					33	17
Exam - R&D Portfolio Management domain of competencies					33	17
Mark 3Q Taller Proyectos					15	No aplicable
Total					100	



ATTENDANCE: Participation, discussion, and questions are essential ingredients of any learning environment. Therefore, attendance is expected and necessary so we can have productive class sessions. I will call on each and every one of you throughout the duration of the course. Please actively participate. If you should have to miss one class session, get notes and materials from a class friend. There will be an attendance list for each class session.

ASSIGNMENTS: Projects, case studies, outside readings, and presentations will be assigned throughout the duration of the course. Class time will be devoted to discussion and essential explanation of assigned materials. You should expect assignments in each class session. The best delivered work for each assignment will be designated as benchmark and posted in the webpage of the course. You are responsible for all readings on the due date whether discussed in class or not. All assignments that are submitted for grading must be submitted on the expected date and electronically.

EXAM: There will be a final exam including material from textbook reading assignments, handout material, classroom discussions, project materials, and other miscellaneous assignments.

Mark	ECTS Scale	Definition
9.0-10	A	Excellent - outstanding performance with
8.0-8.9	B	Very good - above the average standard but with
7.0-7.9	C	Good - generally good work with a number of notable
6.0-6.9	D	Satisfactory - fair but with significant
5.0-5.9	E	Sufficient - passable performance, meeting the minimum criteria
4.0-4.9	FX	Fail - some more work required before the credit can be awarded
0.0-3.9	F	Fail - considerable further work is required

6. Content layout

Entrepreneurial activity blocks

- **Bloc 1: INTRODUCTION TO THE ENTREPRENEURIAL ACTIVITY**

Block objectives: To understand

- Course structure
- Entrepreneurial initiatives
- Entrepreneur vs. inventor

What the student CAN after this block

- Find the lecturing material of the course
- Identify entrepreneurial initiatives as an Engineer in Telecommunication

- **Bloc 2: BUSINESS MODEL**

Block objectives: To understand

- Components of a business model
- Business model vs. business plan

What the student CAN after this block

- Align a business plan to a business model
- Identify potential competitors
- Formulate a business model

- **Bloc 3: ENVIRONMENTAL SCANNING**

Block objectives: To understand

- The relevance of external sources of information
- Types of sources of information

What the student CAN after this block

- Profile competitors
- Benchmarks

- **Bloc 4: REQUIREMENTS MANAGEMENT**

Block objectives: To understand

- Requirements development
- Requirements validation

What the student CAN after this block

- Formulate a requirement
- Prioritize requirements for design and implementation

- **Bloc 5: STRATEGY ALIGNMENT**

Block objectives: To understand

- Scenarios
- Strategy is s plan
- Types of strategy
- Strategy formulation

What the student CAN after this block

- Formulate a tree of possible scenarios
- Formulate strategy objectives
- Formulate an strategy

- **Bloc 6: SUPPORTING PLANS FOR MARKETING, FINANCIAL & ORGANIZATION**

Block objectives: To understand

- Key business functions (e.g. Marketing, customer service)
- Key processes in Telcos (e.g. CRM, Network management,)
- Value proposition
- Pricing as value capture Key financial statements
- Financial performance
- The implications in business valuation

What the student CAN after this block

- Identify key CRM processes in Telcos
- Formulate a value proposition
- Produce a range of prices
- Evaluate customer equity
- Use with proficiency key financial performance indicators
- Identify opportunities for accelerating the working capital cycle
- Identify the value configuration of the business and map the value chain to key business process

- Define the components of a business process in terms of objectives, analyses, actions and results.
- Prioritize objectives per each process (e.g. retain customers in CRM process)

R&D Portfolio management blocks

- Bloc 7: DATA WAREHOUSING

Block objectives: To understand

- Decision making in business settings
- Data integration
- Business intelligence
- Data mining

What the student CAN after this block

- Identify the technological blocks in the data warehouse architecture
- Formulate requirements in terms of business questions

- Bloc 8: DATA ANALYSIS

Block objectives: To understand

- Quantitative data analysis techniques
- Multivariate data analysis overview and applications

What the student CAN after this block

- Match the right analysis technique to the a desired outcome
- Focus on multiple regression, factor analysis, cluster analysis and discriminant analysis.

- Bloc 9: METHODS R&D PROGRAM/PORTFOLIO MANAGEMENT

Block objectives: To understand

- Projects vs. programs vs. portfolios
- Evaluation methods (maximize value, balance, strategic fit)
- Portfolio governance
- Portfolio management process

What the student CAN after this block

- Make kill-pass-on hold decisions
- Identify the realization step in a stage-gate process .

- Bloc 10: KNOWLEDGE MANAGEMENT

Block objectives: To understand

- Data vs. Information vs. Knowledge
- Schools of thought (e.g. knowledge as a management resource vs as a financial asset)
- Knowledge Management processes (e.g. harvesting, sharing,)
- Organization (e.g. Technology supporting collaboration , communities of Practice)
- Barriers to the adoption of knowledge (e.g. The TDAKM model)

What the student CAN after this block

- Identify knowledge management practices
- Articulate a change management plan
- Identify the KM building blocks

- Bloc 11: OUTSOURCING, CONTRACTING & SELLING***Block objectives: To understand***

- When to outsource?
- Contracting process
- Types of contracts from a project perspective
- Requests-for-Proposals and proposals

What the student CAN after this block

- Make buy-do decisions
- Produce a compliance checklist for a proposal
- Select the appropriate type of contract

7. Teaching and learning methods

The course provides conceptual as well as operational guidance through discussion of underlying theory and hands-on work. For that the course includes lectures, group exercises, coursework and readings.

A collaboration environment supported by Moodle will be used. The learning materials (e.g. slides, readings, URLs) will be posted immediately after the lecture.

At classroom students will focus their attention on understanding the basic concepts and actively participating with questions. Each lecture will have one or two assignments to be delivered not later than one week after the lecture via e-mail. It is expected that assignments are presented in classroom by one of the members of the group randomly selected. All members in the group should participate in group assignments. Evaluations of assignments will be communicated ca. two lecture days after presentation and, optionally, a benchmark assignment will be designated and posted in Moodle. Students will have the opportunity to learn from their assignments and from the other's assignments as well.

Before each lecture, the professor will be available for one hour for questions.

Seminars will be scheduled for each group. Each group will have a case to work with and to deliver not later than one week after the lecture via e-mail.

The project assigned to each group, generally speaking, will provide the context for the assignments and seminar in this course.

It must be noted that there is a continuous evaluation based on attendance and assignments.

Seminars will be delivered as workshops and might require that students come with their laptops.

8. Reading material and leaning resources

Recommended text books

“Entrepreneurship. Emprendedores”, Robert D. Hisrich, Michael P. Peters and Dean A. Shepherd (McGraw-Hill, 2005) version en Castellano de Eugenia Bieto, MArcell Planells, Montse Olle ISBN 0-07-287374-4

“Portfolio Management for New Products”, Robert G. Cooper, Scott J. Edgett and Elko J. Kleinschmidt (Perseus Books Group, 2001) ISBN-10: 0738205141

8.2. Auxiliar text books

“El Plan Empresarial. La Guia de Ernst & Young”, Eric S. Siegel, Loren A. Schultz , Eric S. Siegel, David C. Carney (Diaz de Santos, 1994) version en Castellano de Raul M. Abril ISBN 84-7978-142-4

“Strategic Entrepreneurship” Philip A. Wickhman (Prentice Hall-Financial Times, 2006)

“Project Portfolio Management Tools and Techniques”, Parviz F. Rad and Ginger Levin (IIL Publishing, 2007)

“The Standard for Portfolio Management” Project Management Institute 2006)

“Project Management" (4th Edition) Harvey Maylor (Prentice Hall-Financial Times, Feb 2008) ISBN-10: 027370432X

Papers and other readings will be ad-hoc distributed

Schedule

9. Sessions

YEA	MON	DAY IN THE WEEK	THE MON	WEE	SESSIO	In-classroom Activities	Out-of-classroom Activities
2012	APRIL	Tu	10	1	1	INTRODUCTION TO THE ENTREPRENEURIAL ACTIVITY	Study lecturing materials. Assignment(s) # INTRO1 , # INTRO2,
2012	APRIL	We	11	1	2	BUSINESS MODEL	Study lecturing materials. Assignment(s) #BUSMOD1 , #BUSMOD2
2012	APRIL	We	11	1	2	ENVIRONMENTAL SCANNING	Study lecturing materials.
2012	APRIL	We	11	1	2	REQUIREMENTS MANAGEMENT (development)	Study lecturing materials. Assignment(s) #REQDEV1 , #REQDEV2 , #REQDEV3 , #REQDEV4
2012	APRIL	Tu	24	2	3	REQUIREMENTS MANAGEMENT (validation)	Study lecturing materials. Assignment(s) #REQVAL1 , #REQVAL2
2012	APRIL	Tu	24	2	3	STRATEGY ALIGNMENT (PLANNING)	Study lecturing materials. Assignment(s) #STRAT1 , #STRAT2 , #STRAT3 , #STRAT4
2012	APRIL	We	25	2	4	ENTR2 LITERATURE REVIEW	Completion assignment
2012	APRIL	We	25	2	4	ENTR3 Scenario Analysis (1 competitor)	Completion assignment
2012	APRIL	Mo	30	3	5	STRATEGY ALIGNMENT (GROWTH STRATEGIES)	Study lecturing materials. Assignment(s) #GROWTH1 , # GROWTH2
2012	MAY	We	2	3	6	SUPPORTING PLANS (MARKETING-CRM)	Study lecturing materials. Assignment(s) #MARK1 , #MARK2
2012	MAY	We	2	3	6	ENTR4 Groups 4,5,6.. 45 min/group. CRM case	Completion assignment
2012	MAY	Mo	7	4	7	SUPPORTING PLANS (MARKETING-Value Prop & MARKETING-Pricing)	Study lecturing materials. Assignment(s) #MARK3 , #MARK4
2012	MAY	Mo	7	4	7	SUPPORTING PLANS (FINANCING)	
2012	MAY	Tu	8	4	8	SUPPORTING PLANS (ORGANIZING)	Study lecturing materials. Assignment(s) #FINAN1 , #FINAN2
2012	MAY	Tu	8	4	8	ENTR6 Groups 4,5,6.. 45 min/group. Financial Analysis	
2012	MAY	Tu	8	4	8	Part I review	
2012	MAY	We	9	4	9	Exam part I	Completion assignment
2012	MAY	Mo	14	5	10	FINANCIAL SEMINAR (Oriol Sans)	
2012	MAY	Tu	15	5	11	FINANCIAL SEMINAR (Oriol Sans)	
2012	MAY	We	16	5	12	FINANCIAL SEMINAR (Oriol Sans)	
2012	MAY	Mo	21	6	13	BUSINESS INTELLIGENCE (Microstrategy)	
2012	MAY	Tu	22	6	14	BUSINESS INTELLIGENCE (Microstrategy)	
2012	MAY	We	23	6	15	BUSINESS INTELLIGENCE (Microstrategy)	
2012	MAY	Tu	29	7	16	REVIEW ENTR	
2012	MAY	We	30	7	17	DATA WAREHOUSING	
2012	MAY	We	30	7	17	DATA ANALYSIS	Study lecturing materials. Assignment(s) #MDA1 , # MREG1 , # FACTOR1 , # CLUSTER1 , # DISC1
2012	JUNE	Mo	4	8	18	PORT1 Groups 4,5,6.. 45 min/group. Hypothesis testing G#5 : Retention, G#1: Project success, G#2: Customer Satisfaction, A: TDAKM	Completion assignment
2012	JUNE	Tu	5	8	19	METHODS R&D PROGRAM/PORTFOLIO MANAGEMENT (R&D PROGRAMS & PORTFOLIOS, GOVERNANCE&PROCESS)	Study lecturing materials. Assignment(s) #PORTMGMT1 , # PORTMGMT2
2012	JUNE	We	6	8	20	METHODS R&D PROGRAM/PORTFOLIO MANAGEMENT (METHODS)	Study lecturing materials. Assignment(s) #PORTMGMT3 , # PORTMGMT4
2012	JUNE	Mo	11	9	21	PORT2 Groups 1,2,5. 45 min/group. Advanced Analytics F: Multiple Regression, C: Factor Analysis, G: Cluster Analysis, A: Discriminant Analysis	Completion assignment
2012	JUNE	Tu	12	9	22	PORT3 [Groups 1&2 juntos 9:00-10:30][Grupo 5 11:00-12:30] R&D Portfolio Evaluation. Explanation of a paper	Completion assignment
2012	JUNE	We	13	9	23	PORT4 Groups 1&2 juntos. R&D Portfolio Balance	Completion assignment
2012	JUNE	Mo	18	10	24	KNOWLEDGE MANAGEMENT	Study lecturing materials. Assignment(s) # PORTMGMT5
2012	JUNE	Tu	19	10	25	PORT4 Groups 5. R&D Portfolio Balance	Study lecturing materials. Assignment(s) # PORTMGMT6
2012	JUNE	Tu	19	10	25	part II review	Completion assignment
2012	JUNE	We	27			Exam part II	

10. Student's workload

# IN-CLASSROOM HOURS			51,50	84,08%
# SEMINAR HOURS			9,75	15,92%
# ATTENDANCE HOURS			61,25	100,00%
#HRS PERSONAL LEARNING (2hrs/1hr attendar			122,50	
#HRS WORKLOAD			183,75	
ECTS (1 credit/25hrs)			7,35	(Target 7.2)

# HOURS ENTR LECTURING	23,5	29,38%	in	12	sessions
# HOURS PORT LECTURING	28	35,00%	in	9	sessions
# HOURS SEMINAR ENTR	14	17,50%	in	7	sessions
# HOURS SEMINAR PORT	12,5	15,63%	in	4	sessions
# HOURS REVIEW	2	2,50%	in	2	sessions
# HOURS LECTURING	80		in	25	sessions

AULA	YEA	MON	DAY IN THE WEEK	THE MON	WEE	SESSIO	In-classroom Activities	Grouping	Learning materials	Teaching method	student's dedication	Out-of-classroom Activities
52,105	2012	APRIL	Tu	10	1	1	INTRODUCTION TO THE ENTREPRENEURIAL ACTIVITY	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) #INTRO1, #INTRO2,
52,105	2012	APRIL	We	11	1	2	BUSINESS MODEL	Plenary	Slides	Lecture	4	Study lecturing materials. Assignment(s) #BUSMOD1, #BUSMOD2
	2012	APRIL	We	11	1	2	ENVIRONMENTAL SCANNING	Plenary	Slides	Lecture	2,5	Study lecturing materials.
	2012	APRIL	We	11	1	2	REQUIREMENTS MANAGEMENT (development)	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) #REQDEV1, #REQDEV2, #REQDEV3, #REQDEV4
52,S31	2012	APRIL	Tu	24	2	3	REQUIREMENTS MANAGEMENT (validation)	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) #REQVAL1, #REQVAL2
	2012	APRIL	Tu	24	2	3	STRATEGY ALIGNMENT (PLANNING)	Plenary	Slides	Lecture		Study lecturing materials. Assignment(s) #STRAT1, #STRAT2, #STRAT3, #STRAT4
52,105	2012	APRIL	We	25	2	4	ENTR2 LITERATURE REVIEW	Project	Slides and cases	Case study	0,5	Completion assignment
	2012	APRIL	We	25	2	4	ENTR3 Scenario Analysis (1 competitor)	Project	Slides and cases	Case study	0,5	Completion assignment
52,105	2012	APRIL	Mo	30	3	5	STRATEGY ALIGNMENT (GROWTH STRATEGIES)	Plenary	Slides	Lecture	3	Study lecturing materials. Assignment(s) #GROWTH1, #GROWTH2
52,105	2012	MAY	We	2	3	6	SUPPORTING PLANS (MARKETING-CRM)	Plenary	Slides	Lecture	4	Study lecturing materials. Assignment(s) #MARK1, #MARK2
52,105	2012	MAY	We	2	3	6	ENTR4 Groups 4,5,6.. 45 min/group. CRM case	Project	Slides and cases	Case study	0,75	Completion assignment
52,213	2012	MAY	Mo	7	4	7	SUPPORTING PLANS (MARKETING-Value Prop & MARKETING-Pricing)	Plenary	Slides	Lecture	3	Study lecturing materials. Assignment(s) #MARK3, #MARK4
	2012	MAY	Mo	7	4	7	SUPPORTING PLANS (FINANCING)					
52,105	2012	MAY	Tu	8	4	8	SUPPORTING PLANS (ORGANIZING)	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) #FINAN1, #FINAN2
	2012	MAY	Tu	8	4	8	ENTR6 Groups 4,5,6.. 45 min/group. Financial Analysis				0,75	
	2012	MAY	Tu	8	4	8	Part I review					
52,105	2012	MAY	We	9	4	9	Exam part I	Project	Slides and cases	Case study	0,75	Completion assignment
52,201	2012	MAY	Mo	14	5	10	FINANCIAL SEMINAR (Oriol Sans)	Plenary	Slides	Lecture	3	
52,S31	2012	MAY	Tu	15	5	11	FINANCIAL SEMINAR (Oriol Sans)	Plenary	Slides	Lecture	3,5	
52,105	2012	MAY	We	16	5	12	FINANCIAL SEMINAR (Oriol Sans)	Plenary	Slides	Lecture	3	

AULA	YEA	MON	DAY IN THE WEEK	THE MON	WEE	SESSIO	<i>In-classroom Activities</i>	<i>Grouping</i>	<i>Learning materials</i>	<i>Teaching method</i>	<i>student's dedication</i>	<i>Out-of-classroom Activities</i>
52,105	2012	MAY	Mo	21	6	13	BUSINESS INTELLIGENCE (Microstrategy)	Plenary	Slides	Lecture	3	
52,S31	2012	MAY	Tu	22	6	14	BUSINESS INTELLIGENCE (Microstrategy)	Plenary	Slides	Lecture	3,5	
52,105	2012	MAY	We	23	6	15	BUSINESS INTELLIGENCE (Microstrategy)	Plenary	Slides	Lecture	4	
52,105	2012	MAY	Tu	29	7	16	REVIEW ENTR DATA WAREHOUSING	Plenary	Slides	Q&A	3,5	
52,105	2012	MAY	We	30	7	17	DATA ANALYSIS	Plenary	Slides	Lecture	2,5	Study lecturing materials. Assignment(s) #MDA1, # MREGR1, # FACTOR1, # CLUSTER1, # DISC1
52,105	2012	JUNE	Mo	4	8	18	PORT1 Groups 4,5,6.. 45 min/group. Hypothesis testing G#5 : Retention, G#1: Project success, G#2: Customer Satisfaction, A: TDAKM	Project	Slides and cases	Case study	0,75	Completion assignment
52,201	2012	JUNE	Tu	5	8	19	METHODS R&D PROGRAM/PORTFOLIO MANAGEMENT (R&D PROGRAMS & PORTFOLIOS, GOVERNANCE&PROCESS)	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) #PORTMGMT1, # PORTMGMT2
52,105	2012	JUNE	We	6	8	20	METHODS R&D PROGRAM/PORTFOLIO MANAGEMENT (METHODS)	Plenary	Slides	Lecture	2,5	Study lecturing materials. Assignment(s) #PORTMGMT3, # PORTMGMT4
52,105	2012	JUNE	Mo	11	9	21	PORT2 Groups 1,2,5. 45 min/group. Advanced Analytics F: Multiple Regression,C: Factor Analysis,G: Cluster Analysis,A: Discriminant Analysis	Project	Slides and cases	Case study	0,75	Completion assignment
52,S31	2012	JUNE	Tu	12	9	22	PORT3 [Groups 1&2 juntos 9:00-10:30][Grupo 5 11:00-12:30] R&D Portfolio Evaluation. Explanation of a paper	Project	Slides and cases	Case study	0,75	Completion assignment
52,105	2012	JUNE	We	13	9	23	PORT4 Groups 1&2 juntos. R&D Portfolio Balance	Project	Slides and cases	Case study	0,75	Completion assignment
52,201	2012	JUNE	Mo	18	10	24	KNOWLEDGE MANAGEMENT	Plenary	Slides	Lecture	3	Study lecturing materials. Assignment(s) # PORTMGMT5
52,S31	2012	JUNE	Tu	19	10	25	PORT4 Groups 5. R&D Portfolio Balance	Plenary	Slides	Lecture	3,5	Study lecturing materials. Assignment(s) # PORTMGMT6
	2012	JUNE	Tu	19	10	25	part II review	Project	Slides and cases	Case study		Completion assignment
	2012	JUNE	We	27			Exam part II	Plenary				