

Estudio: **MÁSTER DE FORMACIÓN PERMANENTE EN DECISION MAKING & INNOVATION 2.0**

Código Plan de Estudios: **FA55**

Año Académico: **2024-2025**

ESTRUCTURA GENERAL DEL PLAN DE ESTUDIOS:

CURSO	Obligatorios		Optativos		Prácticas Externas	TFM/Memoria/ Proyecto	Créditos Totales
	Créditos	Nº Asignaturas	Créditos	Nº Asignaturas	Créditos	Créditos	
1º	44	8			40	6	90
2º							
ECTS TOTALES	44	8			40	6	90

PROGRAMA TEMÁTICO:

ASIGNATURAS OBLIGATORIAS

Código Asignatura	Curso	Denominación	Carácter OB/OP	Créditos
706863	1	DECISION MAKING	OB	5,5
706864	1	PROJECT MANAGEMENT	OB	5,5
706865	1	DIGITAL CAPACITIES	OB	5,5
706866	1	LEADING PEOPLE AND TEAMS	OB	5,5
706867	1	INVESTMENTS & FINANCE	OB	5,5
706868	1	EFFECTIVE COMMUNICATION IN A GLOBALISED WORKPLACE	OB	5,5
706869	1	INNOVATION & CHANGE	OB	5,5
706870	1	STRATEGY SKILLS	OB	5,5
706871	1	INTERNSHIP PLACEMENT IN COMPANY	OB	40

TRABAJO FIN DE MÁSTER/MEMORIA /PROYECTO

Código Asignatura	Curso	Denominación	Carácter OB/OP	Créditos
706872	1	MASTER THESIS	OB	6

Carácter: OB - Obligatoria; OP – Optativa

GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	DIGITAL CAPACITIES	
Carácter (Obligatoria/Optativa /Prácticas/TFM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Purificación Moscoso Castro	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Purificación Moscoso Castro, Adolfo Meléndez Alonso

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Digital capacities are already an essential requirement for young people to succeed in an increasingly digitized society where individual and societal-level needs and interests constantly change, as do technologies and infrastructures. Not only are these skills demanded for an increasing a huge number of jobs, they also are a requirement and a right of citizens, if they are to be functional in today's society.

The objective is to facilitate the familiarization of the students with the training and our methodology while developing a range of digital skills that ensure them to have the skills required by the labour market and an increasingly digitized society. We want our students to have a general overview of all tools and resources that are available to them in the digitalized world in order to make the most of them and stand out in a digitized society.

The main goal of this unit is to learn how to analyze a scientific Paper from the point of view of its narrative structure. Also, within this unit you'll have the chance to contribute to your host internship company and learn more about its business.

Learning is supported by readings, webinars, and videos as well as written assignments. Evaluation consists of completing activities during the module and participating actively in webinars.

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- To understand the digital skills and capabilities that are required for a range of roles
- To integrate digital video to promote and share a story.
- To develop stories by following the multiple stages of the writing and creative process, with an emphasis on substantial revision.

To experiment with storytelling strategies for academic purposes.

SISTEMA DE EVALUACIÓN

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated
- Active participation, with coherence and rigor, in complementary activities
- Active participation in the internship related to the course

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Storytelling

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Hyland, K. (2018). Narrative, identity and academic storytelling. ILCEA, (31). <https://doi.org/10.4000/ilcea.4677>

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Bartle, R. A. (2003): Designing Virtual Worlds. NRG-Programming.

Guber, P. (2011): Tell to win: Connect, Persuade and Triumph with the Hidden Power of Story. Profile Books.

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Pratten, R. (2015): Engaging Your Audience. Culture Hacker. Workbookproject.com.

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GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	DECISION MAKING	
Carácter (Obligatoria/Optativa/Prácticas/TFM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Adolfo Meléndez Alonso	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Alejandro Iborra Cuéllar, Adolfo Meléndez Alonso

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Decision making skills are essential for business success. The quality of your decisions will determine your effectiveness as a project manager and leader.

The overall course aim is to enable students to improve their skills to make effective decisions, manage projects in an assertive way and negotiate properly in order to boost their confidence in assessing problems accurately, evaluating alternative solutions, and finding the best option to a negotiated agreement.

Throughout the course we focus on negotiation and the skills that are required in the labour market to improve the students' performance in the workplace. We will use a mix of reading, case studies, team exercises, webinars and reflective exercises to develop negotiation and decision making skills.

The students will cover the following topics during the module:

- **Negotiation models**
- **Skills that matter**

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course the students should be able to:

1. apply basic problem solving and decision making skills in everyday construction duties.
2. to negotiate effectively based on the strategies and techniques studied.
3. learn how to use analysis, synthesis, and positive inquiry to address individual and organizational problems and develop the critical thinking skills needed in today's turbulent times.
4. analyse a leader's decision-making and role in negotiations.
5. analyse how strategies in negotiations affect how a leader is perceived.
6. identify the skills that are high in demand for the labour market.
7. apply concepts to enhancing personal development and organizational performance.
8. analyse a leader's decision-making and role in negotiations.
9. gain confidence in assessing problems accurately, evaluating alternative solutions, and anticipating likely risks.

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Examination consists of completing activities during the module and participate actively in webinars.

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Negotiation models

Fisher, R. and Ertel, D. (1995): Getting Ready to Negotiate: The Getting to YES Workbook, Penguin Books.

Jandt, F. (1987): Win-Win Negotiating: Turning Conflict Into Agreement, Wiley.

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Skills that matters

Athena, G. (2014): Conversation with anthropologists – Part 2, World101x Anthropology of Current World Issues.

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Golub, A. (2014): Conversation with anthropologists – Part 1, World101x Anthropology of Current World Issues.

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Weber, M. (1947): The Theory of Social and Economic Organization, translated by A. M. Henderson and Talcott Parsons. Edited with an introduction by Talcott Parsons. New York: Free Press.

GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	PROJECT MANAGEMENT	
Carácter (Obligatoria/Optativa/Prácticas/TFM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Luis González Lorenzo	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

José Luis Lázaro Galilea, Vanesa Barrero Robledo, Luis González Lorenzo

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Managing projects is an essential skill nowadays as more businesses use projects to implement change in their organizations, or at least to stay in the game. When projects are managed properly, there's a positive impact that reverberates not only in the success of the organization, but to its clients and reputation.

The overall course aim is to enable students to improve their project management skills in order to be able to immediately use that knowledge to effectively manage work projects. This way, the students will learn how to apply key project management techniques and tools to their job to make their assignments more successful.

Throughout the course we focus on a strong working knowledge of the basics of project management and what is required to manage projects from a project team member's perspective. It provides an introduction to the project management discipline and the different methods that can be applied to find an innovative solution to a specific problem. We will use a mix of reading, case studies, team exercises, webinars and challenging exercises to develop project management skills.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- manage complex projects in an efficient and effective way.
- use project management methods and techniques to propose solutions.
- understand the different types of projects, as well as the methodologies that best suit each one of them; traditional or predictive methodologies, and adaptive or agile methodologies.
- acquire knowledge in project management in accordance with international standards of recognized prestige: Project Management Institute (PMI).
- align the company's needs with the best project management practices.
- obtain practical knowledge, updated and fully applicable to the reality of the project management needs of organizations.
- learn general management and leadership skills that can help them lead a project more successfully.
- identify and manage risks
- understand the project procurement process.

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Students will complete assignments which consist of playing the role as project manager in order to learn how to identify and manage the product scope, create a project plan, define and allocate resources, manage the project development, identify and manage risks, and understand the project procurement process.

Examination consists of completing activities during the module and participate actively in webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated
- Active participation, with coherence and rigor, in complementary activities
- Active participation in the internship related to the course

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Project Management

Managing Successful Projects with PRINCE2 (2009). The Stationary Office (TSO). London.

Cobb, Charles (2011). Making Sense of Agile Project Management: Balancing Control and Agility. Jhon Wiley & Sons Inc. New Jersey.

A Guide to the Project Management Body of Knowledge, PMBok Guide, (2013). Project Management Institute. Pennsylvania.

GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	LEADING PEOPLE AND TEAMS	
Carácter (Obligatoria/Optativa/Prácticas/TFM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Bárbara Juan Martínez	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Mercedes Díez Prados, Bárbara Juan Martínez

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Leadership is directly related to motivation, rhetoric and persuasion techniques. To succeed in the labor market it is necessary to have a broad knowledge of communication strategies and public speaking. The general objective of this course is to introduce and analyze some mechanisms and persuasion techniques for the students to use them when giving a business speech as for example an elevator pitch. The methodology of the course is experiential and practical since the main goal is that the student participate in the dynamics enhancing their competences. The students are going to work in 4-member teams.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- Understand the different stages how a speech is divided in.
- Learn how to structure a speech to persuade the audience who is listening.
- Have a clear idea of the different motivational theories and rhetorical techniques.

Value the importance of rhetoric techniques to have good leadership skills.

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Evaluation consists of completing activities during the module and participate actively in webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Leadership in the workplace

Peter Daly, Dennis Davy, (2016) "Structural, linguistic and rhetorical features of the entrepreneurial pitch: Lessons from Dragons' Den", Journal of Management Development, Vol. 35 Issue: 1, pp.120-132, <https://doi.org/10.1108/JMD-05-2014-0049>

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Richards, Leig, "Theories of Motivation at Work" <http://smallbusiness.chron.com/theories-motivation-work-1889.html> , Heatst Newspapers, LLC. Web. June, 2017.

GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	INVESTMENTS & FINANCE	
Carácter (Obligatoria/Optativa/Prácticas/TFM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Luis González Lorenzo	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Luis González Lorenzo, Marco Collado

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Financial literacy, as the confluence of financial, credit and debt management, has become more necessary to make financially responsible decisions, decisions that are integral to our everyday lives.

The overall course aim is for the students to learn the general concepts of financial markets/economy and provide the tools they need to make their own financial decisions with greater skill and confidence. Specifically, we see how insights from academic finance can inform and improve students' own investing decisions.

During the course, we'll focus on the general concepts of financial markets and economy to have an overview how economy works. We will also look at various economic Indicators and their influence on the markets, as well as how to create a good portfolio reducing risk.

In this learning process, we will use a mix of reading, case studies, videos, webinars and written assignments to help students to build their personal brand using the tools and resources available nowadays.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- have an overview of various economic Indicators and their influence on the markets.
- learn the general concepts of financial markets and economy.
- gain a strategic understanding of investment management.
- enhance your returns and reduce risk
- see the difference between primary and secondary markets
- learn about markets for different products.
- have a framework for understanding the ways in which project finance can mitigate risks

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Evaluation consists of completing activities during the module and participate actively in webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Finance

Clarke, R., (1998): "Managing Portfolio Risk" in Bernstein, P., Damodaran, A., Ed., Investment Management. John Wiley. Nueva York.

Fabozzi, F., (1995): Investment Management, Ed. Prentice Hall.

Ferrando M., Gómez A. R., Lassala C., et al. (2005): Finance Theory: Models Capm, Apt and

Applications (Economy and Business). Paperback.

Ross, S, A., Westerfield, B. D., (2001): Essentials of Corporate Finance. Mexico, Ed. McGraw-Hill.

GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	INNOVATION & CHANGE	
Carácter (Obligatoria/Optativa)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Luis González Lorenzo	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Luis González Lorenzo, Bárbara Retamal Fernández

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Innovation and change are the key drivers of success in many industries nowadays. They fuel the uptake of new technologies, the development of products and services and the formulation of strategies to secure competitive advantage.

The overall course aim is for the students to introduce the concept of innovation and the different innovative methods that exist to produce ideas, create and innovate in the process. Specially, the students will become familiar with, and increase their awareness of, processes of change corporate and social innovation so they can understand better the trends that a lot of companies need to incorporate in the processes.

In this course, the students will learn why innovation and change are indispensable requirements nowadays for companies. They will also study the different innovative methods and how corporate innovation can be implemented in companies. This way, the students will discover that creativity comes in many different shapes and sizes, each of which is equally important in solving the world's problems.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- understand individual and group creative processes.
- understand innovation processes and the role of creativity within them.
- be able to apply theoretical concepts, frameworks and models to case studies.
- understand the role of innovation from a marketing strategy perspective.
- understand individual and group creative processes.
- understand innovation processes and the role of creativity within them.
- understand and be able to apply the basics of design thinking and Lean startup

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Evaluation consists of completing activities during the module and participate actively in webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

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GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	EFFECTIVE COMMUNICATION IN A GLOBALISED WORKPLACE	
Carácter (Obligatoria/Optativa)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Bárbara Juan Martínez	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Bárbara Juan Martínez, Ignacio López Bermejo, Bárbara Retamal Fernández

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

Effective Communication will cover the most important techniques and principles for communicating ideas and becoming more confident in the workplace by learning how to use communication to build rapport, speak in public, create a great first impression in interviews and develop better personal and professional relationships.

Along the course duration, students will work on aspects of their Master Final Project related to communication skills.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

- Importance of effective communication
- Better public speaking & Presentation. Techniques for improving oral presentations.
- Non- Verbal communication
- Job Interviews

- Successful Communication Essentials

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies, as well as written assignments. Evaluation consists of completing activities during the module and participate actively in, webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

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GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	STRATEGY SKILLS	
Carácter (Obligatoria/Optativa/Prácticas/T FM)	OB	
Créditos (1 ECTS=25 horas)	5,5	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	x	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Luis González Lorenzo	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Luis González Lorenzo, Adolfo Meléndez Alonso

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	38,5
Número de horas de trabajo personal del estudiante	99
Total horas	137,5

CONTENIDOS (Temario)

The students will have the opportunity to choose a course based on their interests and profile. This way, they will feel motivated to go further with the topic and put into practice what they have learnt in their job.

Corporate strategy has become a fundamental practice for companies to achieve a sustainable competitive advantage that allows them to stand out from their competitors in volatile competitive environments.

The overall course aim is to provide students with an introduction to corporate strategy and how companies can create, capture and maintain value in different market environments and what aspects they need to take into consideration to design an effective corporate strategy in order to enhance their capabilities and ensure the value of the company as whole.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

By the end of this course, the students should be able to:

- analyse business situations and create a coherent corporate strategy.

- understand how corporations create, capture, and sustain competitive advantage.
- develop a comprehensive perspective on corporate-level strategy.

In the learning process, we will use a mix of reading, case studies, videos, webinars and written assignments to help students to build their personal brand using the tools and resources available nowadays.

SISTEMA DE EVALUACIÓN

Learning is supported by readings, webinars, case studies as well as written assignments. Evaluation consists of completing activities during the module and participate actively in webinars

The teaching-learning methodology promotes a system of continuous evaluation, for which it is necessary to complete each one of the proposed activities.

Evaluation criteria

- Mastery of theoretical and practical knowledge.
- Application of the concepts and main ideas to the proposed activities.
- Well-structured and well-founded answers.
- Clear and coherent written.
- High involvement during the development of the activities.

Qualification criteria

- Activities submission in which the mastery and application of conceptual knowledge studied in the course is demonstrated.
- Active participation, with coherence and rigor, in complementary activities.
- Active participation in the internship related to the course.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and / or specific activities. The type of test and the date will be announced on the online platform. It is recommended that students contact their instructor before the scheduled date.

BIBLIOGRAFÍA

Strategy

- **Corporate Strategy**

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GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	MASTER THESIS	
Carácter (Obligatoria/Optativa)	OB	
Créditos (1 ECTS=25 horas)	6	
Modalidad (elegir una opción)		Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
	X	Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Purificación Moscoso Castro	
Idioma en el que se imparte	Inglés y Español	

PROFESORES IMPLICADOS EN LA DOCENCIA

Purificación Moscoso Castro, José Luis Lázaro Galilea, María Ángeles Zulueta, Mercedes Díez Prados, Alejandro Iborra Cuellar, Silvia Gumiel, Emilio Torne, Barbara Juan Martínez, Adolfo Meléndez Alonso, Luis González Lorenzo, Bárbara Retamal Fernández.

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	42
Número de horas de trabajo personal del estudiante	108
Total horas	150

CONTENIDOS (Temario)

In the Master in Decision Making and Innovation the student is oriented in the academic modality. The student must choose the topic or problem and its purpose, define the context, study the theoretical framework, design the methodological orientation and elaborate an oral presentation with some originality.

It will be carried out under the supervision of a Tutor, who will be responsible for explaining the characteristics of the TFM to the student, assisting and guiding him/her in its development, ensuring compliance with the objectives set, assessing it in due time and form, and authorizing its application and presentation before the Tribunal.

Objective

The Master Thesis is about developing an academic work that contributes to one of the United Nations Sustainable Development Goals. The proposal demands progress beyond the state-of-the-art in the

chosen topic.

The objective is for the students to go further with one of the SDGs by conducting a bibliographic research, defining a problem, formulating a hypothesis and proving whether they are wrong or right with secondary and primary data sources.

Competencies to be developed

- Select, conceptualize, and organize an appropriate researchable theme.
- Become self-reflective in the research and writing process so as to be able to organize the work, to structure time, and to successfully solve the academic question proposed.

Stages

It is carried out throughout the training, starting in the first month. The calendar of partial deliveries and interactions with the tutor are included in the TFM Master's Handbook available on the Master's platform.

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

- Select, conceptualize, and organize an appropriate researchable theme.
- Become self-reflective in the research and writing process.
- Be able to organize the work, to structure time, and to successfully solve the academic question proposed.

SISTEMA DE EVALUACIÓN

The teaching-learning methodology followed promotes a continuous evaluation system, for which it is necessary to perform each of the scheduled activities.

In the event that the student does not complete the deliveries on the scheduled dates, the TFM may not be allowed to be presented for defense before the Tribunal. After the date of final delivery of the TFM to the tutor, the tutor may authorize an extraordinary delivery of the TFM, provided that the student has previously justified to the tutor the reasons for non-compliance and the Master's direction authorizes it.

Evaluation criteria

- Statement of the problem
- Theoretical and conceptual foundation
- Methodology
- Elaboration of conclusions
- Suggestions, proposals and limitations of the study.
- Knowledge and correct use of the pertinent bibliography (APA 7)
- Clear and coherent written and oral expression.
- Compliance with deadlines and interactions with the tutor

Grading criteria.

- Mastery and application of the conceptual knowledge studied.
- Oral defense of the work.
- Progress and evolution during the development of the work, demonstrated in the partial deliveries.

To pass the course, students must achieve a grade equal to or greater than 5 (on a scale of 10 points). Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of submitting the final project again based on the tutor's suggestions.

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GUÍA DOCENTE

Año académico	2024-2025	
Estudio	Máster de Formación Permanente en Decision Making And Innovation 2.0	
Nombre de la asignatura	INTERNSHIP PLACEMENT IN COMPANY	
Carácter (Obligatoria/Optativa)	OB	
Créditos (1 ECTS=25 horas)	40	
Modalidad (elegir una opción)	x	Presencial (más del 80% de las sesiones son presenciales)
		Híbrida (sesiones on-line entre el 40% y 60%, resto presencial)
		Virtual (al menos el 80% de las sesiones son on-line o virtuales)
Profesor/a responsable	Silvia Molinero Alonso	
Idioma en el que se imparte	Español e Inglés (en algunos casos)	

PROFESORES IMPLICADOS EN LA DOCENCIA

Purificación Moscoso Castro, Silvia Molinero Alonso, Ana Martínez Cobo, Estefanía Canalejo Fuentes, Paula Blanco Fernández, Sara García López, Xavier Moreno Beut

DISTRIBUCIÓN DE HORAS

Número de horas presenciales/on-line asistencia profesor/a	280
Número de horas de trabajo personal del estudiante	720
Total horas	1000
Número de horas presenciales en la empresa (dentro del total horas)	1000

CONTENIDOS (Temario)

CONTENT

This course allows the student to develop the practice in a supervised way and to know the functioning of the business environment, with the main objective of putting into practice the knowledge acquired during their online training and to incorporate fundamental skills for their professional growth in the current work context.

Through the objectives of the training project (Proyecto Formativo), the student will develop the following competencies:

- Quality of work
- Creativity and initiative
- Communication skills

- Interpersonal skills
- Team work
- Learning
- Technical skills
- Organization and planning
- Adaptation
- Critical thinking

As a result of what has been learned in the course, the student:

- Has contact with the business world through direct experience in a pre-professional environment.
- Applies the knowledge acquired in real situations under the supervision of a specialized professional.
- Defines the area of interest by specifying the orientation of his or her professional future.
- Confronts new situations by testing their skills.

The evaluation of the student's learning will be carried out through three instruments:

Student follow-up reports (Informes de Seguimiento del alumno): the student records his learning through four reports, distributed at specific moments of his training. In these reports, the student reflects on his day-to-day life in the company, the tutorial relationship, the team and the degree of achievement of the competencies developed in the internship.

- First month report
- Third month report
- Sixth month report (only for 12-month internships)
- Final report

Internship report. (Memoria de Prácticas). At the end of the training, the student reflects on his or her internship experience, with special emphasis on the impact of the training on his or her professional future.

Business tutor follow-up reports (Informes de Seguimiento del Tutor de Empresa): in addition to the aforementioned internship follow-up reports, the business tutors will also prepare progress reports in the same periods as the students (except for the first month).

RESULTADOS DE APRENDIZAJE (indicar un mínimo de tres y máximo de cinco)

- The application of practical training in the company.
- Problem-solving methods and tools
- The value of the training for the job search
- Corporate culture in the future career

SISTEMA DE EVALUACIÓN

EVALUATION

The teaching-learning methodology followed promotes a continuous evaluation system, which favors an integral evaluation of the student's learning throughout a specific process.

Evaluation criteria

- Exhaustiveness in the argumentation of the questions of the internship report.
- Quality of analysis and reflections in the internship report.
- Performance of the student in the tasks assigned in the company.
- Acquisition of the competences included in the training project.

Grading criteria:

- Attendance and active participation in the internship
- Internship report
- Tutor's reports

Evaluation functions:

The tutor of the internship subject (tutor de prácticas)

- Follows up the tutorial relationship: student-business tutor.
- Designs the intermediate and final follow-up reports.
- Intervenes in situations of detection of training improvements and learning needs.
- Collaborates jointly with the business tutor in the continuous evaluation of the student.
- Transfers the evaluation of the monitoring reports of the business tutors.
- Evaluates the internship report

The business tutor (tutor de empresa)

- Completes the follow-up reports (third month/sixth month/final).
- Prepares the student's training project
- Evaluates and records the student's attendance and active participation.
- Carries out the continuous evaluation of the student in the company.
- Gives feedback to the student on the performance and achievement of the objectives of the training project.
- Establishes a continuous follow-up together with the tutor of the internship subject.

To pass the course, the student must achieve a grade equal to or higher than 5 (on a 10-point scale).

Students who do not pass the continuous evaluation will have the option of an extraordinary evaluation that will consist of a test and/or specific activities designed by the tutor of the subject. The type of test and the date will be communicated individually to the student.

Those cases in which the established evaluation criteria cannot be applied due to the absence of any of the documents that make up the grade of the practical subject will be reviewed. In these cases the pre-established evaluation criteria may be applied differently from the one detailed here.

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Health and Safety Executive:

<http://www.hse.gov.uk/statistics/causdis/stress/stress.pdf>

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