

MANAGEMENT OF SMALL AND MEDIUM COMPANIES

COURSE OUTLINE

1. Introduction

The aim of the course is to apply concepts that you have been learning during the program in the context of small and medium-sized enterprises, with an emphasis on aspects characteristic of them. Sessions carry a title and have a preparation sheet to focus the discussion on certain aspects of the case, but the cases tend to be multidisciplinary and address aspects related to business, finance, management and people.

2. Objectives

Understand the business, which is a critical aspect in any company, and of course in the SMEs. We dissect the business with an emphasis on the following issues:

- Accounting and Financial
- Related to the Business Model, its Competitive Advantage and Value Creation
- Related to Growth processes
- Related to Organization and People
- Related to Management Processes of Direction,
- Related to the Family-Business Relationship and,
- Related to the need for dynamism and initiative required by SME's aspects.

We will also point out and will try to solve the most common restrictions in the implementation underway of plans of action in SMEs:

Focused on the short-term,

“Endemic” resource shortage

Individual interests sometimes conflicting with enterprise interests

3. Learning Outcomes

Analyze information by selecting the relevant information for the decision making process.
Analyze information in a multidisciplinary environment focusing on the impact of the taken decisions.

Understand the different life phases in a small enterprise and its problems /opportunities.

Create solutions and develop action plans for this standard problems /opportunities.

4. Competences

Applying a structured, sound process in the analysis of business situations and decision making that includes the following phases: diagnosis of the problem, selection of criteria, identification of alternatives, weighted analysis and selection of an alternative with its corresponding plan of action.

Displaying an entrepreneurial spirit and making the necessary changes with decisiveness and personal responsibility (Initiative).

Preparing executive reports that are structured, concise and clear for the analysis and decision making in business situations.

5. Content and Methodology

We will devote first sessions to Diagnostic of problems, emphasizing economic and financial aspects.

During the course, we will see cases of companies in different stages of the life-cycle: Initial stage (entrepreneurship).

Growth, professionalization and improvements in management and governance
Crisis and transformation of businesses (labour and financial problems).

We will see it in SMEs with different types of shareholders: family businesses, majority shareholders, SMEs without a majority shareholder and social businesses. We will emphasize corporate governance issues.

Mainly we will use cases. Some of them in two days to go more in-depth We will devote last 5-10 minutes to summarize the main learnings.

We will also have some sessions with guest speakers and a final lecture.

6. Evaluation

The evaluation will be based on three items:

- Basically, class participation.
- Failure to attend class will punish your final grade.
- Each student will submit a short report based on one course case (at your choice). It will count for 20% of the final grade.