



# **DIPLOMA PROGRAM IN BUSINESS ADMINISTRATION (DPBA)**

Programa Académico  
impartido en idioma  
inglés





## General Information:

This is a high level academic program based on theory-practice advances from business management to transmit specialized knowledge and efficient management techniques to the participants, enabling them to develop personal, managerial, and analytical skills for their professional performance.

The program in business management offers the participant extensive formation in the field of business, with a comprehensive focus, that allows him/her to detect business opportunities and strengthen his/her capacities. The program also includes business risk evaluation, as well as activities to improve the participant's skills in decision-making, negotiations and new ways of communication.

## Objective:

The course objective is to provide the participants with the fundamental, relevant, and necessary knowledge to improve their professional performance in organizations where they provide their services, as well as their ability to develop and manage projects with a strategic focus in an international environment.



## Designed for:

- Students<sup>1</sup> pursuing Bachelors degrees in Accounting, Business Administration, and Information Technology in the School of Accounting and Business Administration (FCA) and in institutions incorporated into UNAM, who are pursuing their degree in any of the above mentioned programs.
- Executives who need to acquire or strengthen their business management knowledge.

## Length:

Program: 276 hours  
Optional activities:  
Introductory Module: 20 hours  
Workshop: 20 hours

## Methodology

- Face to face sessions
- Evaluation of case studies
- Group discussion
- Complementary reading material
- Exams
- Conferences

<sup>1</sup> A person who has completed 100% of the credits for a bachelor's degree, but has not yet graduated.



# Structure

## Optional Introductory Module (20 hours)

Objective: To provide the participants with the general theoretical context of business administration.

1. Principles of Administration
2. Principles of Marketing
3. Principles of Operations Management
4. Introduction to Finance Management
5. Introduction to Human Resources Management

## Module I – Strategic Planning (28 hours)

Objective: To provide the participants with management tools that will allow them to develop strategic plans for a company by applying principles and techniques used in current business topics.

1. Major aspects of strategic planning
2. Purpose and core components of the strategic planning process
3. Strategic planning for competitive advantage
4. Vision, mission, philosophy, and values of the organization
5. SWOT analysis and other strategic planning methodologies
6. Developing strategies and action plans

## Module II – Marketing Management (32 hours)

Objective: To understand the main marketing techniques under the customers' value added approach, along with the competitiveness and dynamism implied by the new tendencies of this discipline.

1. Marketing strategy design
  - 1.1 Brand positioning to create customer value
  - 1.2 Marketing strategies
2. Branding
3. Consumer decision-making
4. Marketing research
5. Market forecasting
6. Marketing communication
7. Segmenting and targeting market
8. Product
9. Price strategies
  - 9.1 Price determination
  - 9.2 Price analysis
10. Demand
11. Distribution
12. Promotion and brand development

## Module III – Operations Management (32 hours)

Objective: To understand and apply concepts of operations management in companies that produce goods and/or provide services.

1. Concepts of operations management
2. Design and development of products and services
3. Maintenance management
4. Quality management
5. Design of facilities and services
6. Manufacturing planning and service processes
7. Information systems of production and decision-making processes
8. Supply chain (purchases, acquisition plan, warehousing, inventory, materials management)
9. Research and development (patent and trademarks, trade registration)
10. Planning of costs and budgets





## Module IV – Finance Management (40 hours)

Objective: To provide the participants with tools to identify and solve financial problems of a company and to develop analytical skills to identify the best practices in financial decision-making.

1. Introduction to finance
2. Financial analysis
3. Working capital management
4. Capital budgeting
5. Cost of capital (CAPM/WACC)
6. Dividend policy and investment decisions
7. Valuation, EVA, NPV, and FCF
8. Risk management and financial derivatives



## Module V – Human Resources Strategic Management (32 hours)

Objective: To provide and discuss fundamental knowledge in personnel practices and link them with the strategic goals of the organization in a global market.

1. Human Resources Planning
  - 1.1 Human resources demand and supply
  - 1.2 Job analysis: job description and specifications
  - 1.3 Job evaluation systems
2. Human Resources Integration
  - 2.1 The labor market
  - 2.2 Recruitment sources and process
  - 2.3 Selection techniques and procedures
  - 2.4 Consolidation of interests
  - 2.5 Cooperation agreements
3. Human Resources Hiring
  - 3.1 Individual contract
  - 3.2 Collective bargaining
  - 3.3 The role of unions
4. Personnel Rewards
  - 4.1 Compensation: trends and variables
  - 4.2 Wages and benefits
  - 4.3 Incentive plans
  - 4.4 Retirement plans and programs
5. Shaping the staffing
  - 5.1 Looking for talent
  - 5.2 Training needs analysis
  - 5.3 Creating intellectual capital
  - 5.4 The training program
  - 5.5 Life planning and development career within the organization
6. Legal regimes overview
  - 6.1 Labor legislation in Mexico
    - 6.1.1 Dismissals
    - 6.1.2 Retirements
    - 6.1.3 Layoffs
    - 6.1.4 Other separation causes
  - 6.2 Globalization and international labor implications
  - 6.3 International labor organization (ILO)
7. Global models for Human Resources Management
  - 7.1 Human resources practices in multinational corporations



## Module VI - Organizational Behavior (OB) (40 hours)

Objective: To understand the most important aspects of human processes within an organization, to build better relationships for the fulfillment of personal, organizational, and social objectives that contribute to the development of an optimal quality of working life.

1. Fundamentals of OB
2. Nature and importance of the perception process
3. Nature and dimensions of attitudes and organizational learning
4. Motivation theories at work
5. Organizational design
  - 5.1 Organizational structures and their effects on human behaviour
  - 5.2 Environment and organizational culture
6. Leadership: definition, importance, styles, models, and theories
7. Communication: definition, importance, theories
8. Motivation: definition, importance, styles, models, and theories
9. Management of change: importance, resistance to change, and organizational development
10. Conflict management
  - 10.1 Transitions in the concept of conflict: traditional versus modern
  - 10.2 Conflict process
  - 10.3 Strategies to solve the conflict

## Module VII - Decision-making and Negotiation (32 hours)

Objective: To introduce the concepts that allow participants to learn how to choose courses of alternative action for effective decision-making, as well as to implement negotiation techniques centered in the maximization of opportunities and value creation.

1. Introduction to decision-making
2. Analysis of the decision-making process
3. Techniques for decision-making
4. Slants during the decision-making process
5. Evaluation of the decision-making process
6. Introduction to negotiations
7. Negotiation techniques
8. Negotiation phases
9. Slants in negotiations
10. Justice, ethics, and rationality

## Module VIII - Development of the Business Plan (40 hours)

Objective: To develop a business plan that contributes to the creation of the student's own company through a strategic analysis of feasibility.

1. Introduction to project planning
2. Fundamentals of business plans
3. Market analysis
4. Technical analysis (operational)
5. Administrative and legal analysis
6. Analysis and financial evaluation of the project
7. Risk analysis
8. Integration of the business plan
  - 8.1 Executive summary
  - 8.2 Plan presentation methods



## Optional Workshop (1 week abroad) (20 hours)

Objectives: To acquire the skills required to broaden to an international level the business ideas of the participants through the combination of academic contents with practice in prestigious universities or companies.





## Directory

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