



Universidad de Deusto
Deustuko Unibertsitatea
University of Deusto

Bachelor's Degree in Business Administration and Management

(Excerpt from the Verification Report of the Bachelor's Degree in Business Administration and Management)

The Bachelor's degree in Business Administration and Management is divided into eight **Specific Macrocompetences** (MC1 to MC8), which are described below:

MC1 -“STRATEGIC VISION”: Manage the company from an integral perspective, fostering strategies and organising the people, resources, systems and technology needed, with a view to improving competitiveness and creating value for stakeholders in the various decision-making spheres in the short, medium and long term.

- MC1.1: Analyse the company's sectoral, social and economic environment, taking into account the main trends of future change.
- MC1.2: Analyse a company's key functions and processes so that it can deploy in line with its strategic aim.
- MC1.3: Identify sources of competitive advantage for companies and analyse their competitive factors.
- MC1.4: Define the company's objectives at different levels.
- MC1.5: Make value creation proposals after assessing the company's competitive situation based on the internal and external analysis carried out and the defined aims.
- MC1.6: Based on the diagnosis of the corporate situation, identify growth opportunities, assess their potential and estimate the resources and capabilities required.
- MC1.7: Decide how to implement the business strategy in its initial stages by setting up the most appropriate organisational and management systems.
- MC1.8: Based on the company's strategic planning, develop the planning process.
- MC1.9: Design and implement appropriate tools for business control to enable deviation analysis.
- MC1.10: Efficiently manage operations, analysing the supply chain, production and distribution of goods, services and information.

MC2 – “ FINANCIAL RESOURCES MANAGERS”: Diagnose, plan and monitor evolution of the financial and economic situation of business projects and optimise investment and financing decisions.

- MC2.1: Keep accounting records accurately using the different valuation criteria.
- MC2.2: Prepare, interpret and analyse the income statements of a company or business groups using Spanish regulations compared to other systems.
- MC2.3: Carry out asset valuation operations, banking practice, etc. using financial mathematics.
- MC2.4: Evaluate financial products adequately, considering the variables that affect the evolution of their price.
- MC2.5: Assess the interest of investment projects in situations of certainty, risk and uncertainty and take the corresponding decisions, also considering the alternatives provided by markets and financial intermediaries.
- MC2.6: Define and implement the most suitable financing and dividend policy for the company, adequately assessing the alternatives provided by markets and financial intermediaries.
- MC2.7: Use tax law to assess the tax consequences of decisions as a key element in financial decision making.
- MC2.8: Assess the financial risks of commercial and financial operations and understand the tools available in the financial markets to manage them.
- MC2.9: Draw up the provisional financial statements and the various budgets, analysing their deviations.
- MC2.10: Calculate costs and margins, taking the different calculation systems into account.
- MC2.11: Design, implement and execute a management control system adapted to the company.

MC3 – “ MARKET AND CUSTOMER ORIENTATION”: Focus company management on the satisfaction of customers and other stakeholders, identifying their needs, promoting value creation through quality products and services and developing effective business relationships.

- MC3.1: Approach a business from a marketing perspective, including internal marketing, social marketing and holistic marketing.
- MC3.2: Define internal and external information needs for marketing decisions.
- MC3.3: Identify the main elements of integrated marketing used by manufacturing, commercial and service companies, identifying possible coordination errors between them.
- MC3.4: Apply basic customer behaviour models, both individual and organisational.
- MC3.5: Apply quantitative and qualitative analysis techniques to obtain information from market data, and assess and select market segments.
- MC3.6: Establish product, brand and pricing policies, defining their positioning in the market.

- MC3.7: Establish the distribution and sales policy, selecting the appropriate channels for different situations and efficiently organising the commercial network and physical distribution of products.
- MC3.8: Set up the communication policy, including direct marketing and interactive marketing.
- MC3.9: Design a strategic plan and an annual marketing plan consistent with business strategic aims.
- MC3.10: Establish a monitoring system for the implementation of commercial activities.

MC4 - "PEOPLE MANAGEMENT": Integrate and develop people within the business project they are part of, seeking their involvement in it, a key source of value for the business.

- MC4.1: Define and organise the team of collaborators, identifying their training and development needs to integrate them into the organisational culture and strategy and achieve their satisfaction and involvement with the organisation.
- MC4.2: Efficiently manage and lead teams, being capable of negotiating and solving the differences arising between persons and/or groups in any type of organisation; motivate and lead them, influencing individuals and/or groups by planning ahead and contributing to their personal and professional development.

MC5- "PLAYERS IN A GLOBAL ECONOMY": Interpret the local and global economic situation with a view to taking advantage of opportunities and facing up to the challenges deriving from it, and carry out business operations in an international context.

- MC5.1: Assess the impact that the various economic structures and policies and the performance of the different types of markets have on business operations.
- MC5.2: Understand economic magnitudes and assess the impact of the evolution of the local and international economic situation on business decisions, acquiring a critical and plural perspective.
- MC5.3: Assess the economic potential of other geographical areas as a business opportunity for a company.
- MC5.4: Understand and manage the complex socio-economic environment in business decision-making when developing business ideas/projects in a globalised context.

MC6- "MASTERY OF ICTS": Assess the use of information systems and technologies for business management and foster the optimisation of management processes in a company through the use of ICTs.

- MC6.1: Master the use of basic computer applications for business management.
- MC6.2: Assess the potential of information and communication systems and technologies as a way to create business value and participate in their implementation in the company.

MC7 – "DATA ANALYSTS": Interpret data sets through the use of quantitative tools, properly selecting and applying data analysis techniques to back up diagnosis and decision-making in the company.

- MC7.1: Efficiently identify, capture and analyse data from primary and secondary sources that are required to analyse a company's competitive environment.
- MC7.2: Learn the mathematical concepts and quantitative and qualitative techniques for data analysis that are needed to solve business problems and support diagnosis and decision-making in the company.

MC8 – “LEGAL CONTEXT”: Consider and interpret the impact of business decisions in the legal context of a company.

- MC8.1: Identify the basic legal rules affecting corporate decisions.
- MC8.2: Interpret the concepts and the legal framework in which the company is immersed.

Our graduates' profile will require the development of the six **General or Generic Macrocompetences** (MC9 to MC14) detailed below.

MC9 – “CREATIVE AND INNOVATIVE PEOPLE”: Promote and participate creatively, showing initiative and the spirit to strive for constant improvement in business projects and undertakings.

MC9.1- Creativity: Successfully address and respond to situations in a new and original way in a given context.

MC9.2 - Innovation: Give a satisfactory response to personal, organisational and social needs and demands, modifying or introducing new features in the processes and results.

MC9.3 - Entrepreneurship: Undertake projects on one's own initiative, committing certain resources to exploit an opportunity and assuming the risk involved.

MC10 – “PEOPLE WITH COLLABORATIVE AND LEADERSHIP SKILLS”:

Work in collaboration with people within and outside the business organisation, communicating, organising, negotiating and, ultimately, leading teams efficiently.

MC10.1 - Teamwork: Become involved and collaborate actively in achieving common objectives with other people, areas and organisations.

MC10.2 - Verbal communication: Verbally express one's ideas, knowledge and feelings clearly and timely, adapting our discourse to the characteristics of the situation and the target audience to achieve their understanding and support. MC10.3

- Written communication: Communicate productively with others by clearly expressing one's thoughts and feelings in writing or by graphic means.

MC10.4– Interpersonal communication: Communicate productively with others through empathic listening and by expressing one's thoughts and/or feelings clearly and assertively through verbal and non-verbal means.

MC10.5 - Planning: Effectively determine objectives, priorities, methods and controls to perform tasks by organising activities within the time and means available.

MC10.6 - Time management: Allocate time in a prioritised manner, taking into account personal objectives in the short, medium and long term, and the personal and professional areas to be developed.

MC10.7 - Negotiation and conflict management: Address and resolve differences that arise between individuals and/or groups in any organisation.

MC10.8 - Leadership: Influence individuals and/or groups by planning ahead and contributing to their personal and professional development.

MC11 - "COMMITTED AND RESPONSIBLE PEOPLE": Work in the development of business projects in a committed, responsible and ethical manner, being respectful and providing an excellent response to the needs of the various stakeholders and the society around them.

MC11.1 - Critical thinking: Question things and take an interest in the foundations underpinning one's own and other people's ideas, actions and judgements.

MC11.2 - Ethical sense: Be positively inclined towards one's own moral good or the moral good of others and persevere in this moral good.

MC11.3 - Achievement orientation: Carry out activities that lead to successfully achieving new outcomes.

MC11.4 - Quality orientation: Pursue excellence in academic, personal and professional activities in a committed, results-oriented way, focused on continuous improvement.

MC11.5 - Diversity and interculturality: Understand and accept social and cultural diversity as an enriching personal and collective component to develop coexistence among people without incurring in discrimination based on sex, age, religion, social, political and/or ethnic condition.

MC12 - "EFFECTIVE DECISION-MAKING and PROBLEM ANALYSIS AND SOLVING"

: Choose the best plan of action by following a systematic process and taking responsibility for the scope and consequences of the option chosen.

MC12.1- Decision-making: Choose the best plan of action by following a systematic process and taking responsibility for the scope and consequences of the option chosen.

MC12.2- Problem solving: Identify, analyse and define the key elements that make up a problem in order to solve it in an effective and judicious manner.

MC12.3 - Critical thinking: Recognise and separate the parts of a whole until the principles or elements of the whole are understood.

MC12.4 - Systemic thinking: Organise and integrate interrelated components to form a whole.

MC12.5 - Practical thinking: Select the best course of action, taking into account the available information and set up the process to be followed to reach objectives efficiently.

MC12.6– Reflective thinking: Facilitate the recognition and development of the mindsets we use in solving a problem or carrying out a task.

MC13 - "FLEXIBLE AND ADAPTABLE PROFESSIONALS":

Cope with a changing environment, using learning in a strategic and flexible way and maintaining a state of physical and mental balance to enable individuals to continue to perform effectively.

MC13.1 - Adaptation to the environment: Address critical situations in the psychosocial environment, maintaining a state of well-being and physical and mental balance to enable individuals to continue to act effectively.

MC13.2 - Learning orientation: Using learning in a strategic and flexible way according to the objective pursued, based on the recognition of one's own learning system and awareness of learning itself (relating new information to previous mental schemas and the use of the new mental schema generated).

MC14 – "EFFICIENT PROJECT MANAGEMENT": Managing a complex job effectively.

MC14.1 - Project management: Prepare, manage, evaluate and monitor complex work effectively, developing an idea into a service or product.

MC15 - "ENGLISH PROFICIENCY": Demonstrate the ability to communicate in English both orally and in writing at the level of an advanced experienced user, equivalent to C1 level.

MC15.1 - Understand explicit and implicit ideas in extended speech, specialised articles and technical instructions involving a certain degree of complexity. MC15.2 - Express oneself fluently, smoothly and effectively, formulate ideas and opinions accurately and deliver clear, detailed and well-structured presentations on complex subjects.

MC15.3 - Write clear, well-structured texts on complex or specialised subjects, presenting viewpoints or highlighting important aspects, adapting discourse to the target audience.