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UNIVERSITAT POLITÈCNICA  
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# **GLOBAL EXECUTIVE MASTER IN BUSINESS ADMINISTRATION**

## **FINAL MASTER THESIS TEACHING GUIDE [2023-24]**

## GENERAL DETAILS

<b>Course name:</b>	FINAL MASTER THESIS
<b>Academic year:</b>	2023-24
<b>Degree:</b>	Global Executive Master in Business Administration
<b>Number of credits (ECTS):</b>	10
<b>Date of latest revision:</b>	May 2023
<b>Lecturers in charge:</b>	Enric Bayó Molina

## 1. GENERAL DESCRIPTION

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The impact of technology applied to Management is increasing, significantly changing the way of doing business or redefining current models. Understanding and optimizing different business processes using technological tools has become a strategic necessity for companies to successfully adapt to the digital economy and ensure customer satisfaction. Therefore, the Global Executive Master in Business Administration (GEMBA) is a program conceptualized to offer the knowledge, methodology and key tools for students to improve their skills and become professionals who are transformational drivers of the change that companies need.

GEMBA is defined as an immersive and updated program that integrates all the key areas of an organization: strategy and business development, innovation, and entrepreneurship; leadership and change transformation; operations; finance; marketing, value creation and sales. It also contemplates the knowledge and transversal application of technology to all business processes.

GEMBA is a holistic program that provides solid fundamentals and more advanced content to know how to manage businesses and learn to lead projects with agility and efficiency in an increasingly technological world. From an eminently practical methodology, students will become business challengers and will take on different challenges that will allow them to develop and activate real projects linked to the optimization of business processes or the creation of new business models, incorporating in both cases the potential provided by new technologies.

Therefore, the Final Master Thesis (FMT) is defined as one of the most important subjects of the degree, since it constitutes the synthesis and demonstration of the acquisition of all the objectives of the Master.

According to the Final Master Thesis Regulations, the FMT will consist of a report and a video presentation. Through streaming sessions, students will be guided by the tutor professor responsible for the subject.

The student will be able to choose between the two types of FMT:

- Implementation of a **Business Plan** on the development of a new initiative aimed at increasing the competitiveness **of an existing company**.
- Implementation of a **Business Plan** for the creation of a new company (Startup) **based on a new business model**.

The student must progressively achieve a series of useful competences for his professional future: analytical, planning, logical thought processing, problem solving and decision making, interpretative, evaluative, and communicative competences. Therefore, it is essential that the student knows the differences between the typologies of the work and chooses the one that is related to his/her interests or motivations, as well as choosing the topic or problem, selecting the population, defining the context, the methodological orientation, among other key processes of the FMT.

## 2. OBJECTIVES

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The objectives of the Final Master Thesis are:

- Promote knowledge and management skills in strategy, finance, operations, *supply chain*, marketing, sales, and people to make the best decisions from a cross-cutting vision that allows responding to customers and the technological transformation of the company.
- Knowing the agile development of business models to innovate the company or start a business in the digital context.
- Understand the impact of technologies in the business world and how to achieve sustainable results.
- Develop and refine management skills with leadership and communication tools.

### 3. CONTENTS

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#### Learning outcomes

The student after completing the Final Master Thesis will be able to:

- Implement an optimization project in the key areas of business management, such as: finance, operations, supply chain, marketing, sales, people management, making strategic decisions from a cross-cutting perspective, considering customer needs and the technological transformation of the company.
- Apply methodologies for the development of new business models and develop strategies that guarantee the viability to start new businesses or improve existing companies.
- Distinguish emerging technologies and their impact on business processes to assess the implications of technology on business sustainability and profitability.
- Lead a team and effectively communicate the results of a project.

The following is a general outline that will be adapted to the proposal of the Final Master Thesis, according to the typologies of FMT.

#### **BUSINESS PLAN. DEVELOPMENT OF A NEW INITIATIVE AIMED AT INCREASING THE COMPETITIVENESS OF AN EXISTING COMPANY.**

Structure for the implementation of a Business Plan on the **development of a new initiative** aimed at increasing the competitiveness of an existing company:

#### Contents

##### 1. Executive summary

*(A high-level summary summarizes the key aspects of the new initiative, including the objectives, why it is needed, and the expected results.)*

- a. Business Idea / Initiative
- b. Motivation, importance and innovation of the project
- c. Company's Challenge: Long and short term objectives to be achieved.
- d. Available and necessary resources
- e. Operational implementation

- f. Marketing and commercialization strategy
- g. Project feasibility and profitability
- h. Legal Aspects

## 2. Company and context

*(A snapshot of the company's current state, highlighting its strengths and weaknesses, opportunities and threats, market position and key achievements).*

- a. Mission, Vision, and values
- b. Environment (PESTEL analysis)
- c. Competitors (Porter's Forces)
- d. Internal and external analysis: SWOT

## 3. Challenge and Impact

*(Identification and explanation of the challenge or opportunity the company intends to address with the new initiative, detailing why it is important).*

- a. Problem/ Solution
- b. Impact and Market

## 4. Initiative

*(Detailed information about the initiative, including objectives, the solution it offers, and how it aligns with the company's overall strategy).*

- a. Value Proposition and associated Business Model

## 5. Implementation strategy and specific action plans

*(A roadmap of how the initiative will be implemented, including timelines, milestones, resources required, and key responsibilities).*

- a. Operations and Logistics Plan
  - Operational implementation roadmap
- b. Marketing and commercialization plan
  - SWOT analysis
  - Target: Buyer persona (relationship with customers)
  - Brand positioning

- Pricing
- Marketing channels
- Action plan: roadmap
- c. Human resources plan
  - Profiles
  - Tasks and responsibilities
- d. Financial plan:
  - Investment plan
  - Estimation of revenues and expenses
  - Estimation of cash-flow and determination of alternatives
  - Decision-making and analysis of project profitability.

## **6. Risk and contingency assessment**

*(Analysis of potential risks associated with the initiative and strategies implemented to mitigate these risks, ensuring preparedness for unforeseen challenges).*

- a. Contingency Plan

## **7. Conclusions and recommendations**

*(A summary of the benefits of the initiative to the company, along with final recommendations for action and next steps).*

## **8. Bibliography**

*(Detail of sources consulted in alphabetical order according to APA Style 7a).*

## **9. Annexes**

*(Supplementary information supporting the business plan, such as detailed data, technical specifications or additional research).*

## BUSINESS PLAN. CREATION OF A NEW COMPANY (STARTUP)

Implementation of a Business Plan for the **creation of a new company** (Startup) based on a new business model.

### Contents

#### 1. Executive summary

*(An attractive summary that captures the essence of the new venture, its business idea and financial highlights).*

- a. Business Idea
- b. Motivation / Opportunity: Problem / Solution
- c. Value proposition
- d. Company's challenge: Long and short term objectives to be achieved.
- e. Impact / Market
- f. Business Model
- g. Team
- h. Operations
- i. Marketing and commercialization
- j. Financial Viability Plan

#### 2. Business Idea

*(A clear and compelling presentation of the business idea, including the need or problem it addresses and its potential impact).*

- a. Opportunity: Problem / Solution

#### 3. Team:

*(Profiles of the founding team, showing their experience, roles within the company and how their background contributes to the company's success).*

- a. Founding team:  
Organizational chart and roles.

Presentation of the promoters.  
Profiles and experience (Background)  
Responsibilities and contribution to success

#### **4. Market research and competitive analysis:**

*(Insightful analysis of the market and competitive landscape, to justify the existence of an opportunity).*

- a. Market research and market size
- b. Competitor analysis (Benchmarking)
- c. Customer profile and value

#### **5. Value proposition and business model:**

*(Explanation of the unique value the company offers to its customers and the business model that describes how the company will create, deliver and capture value).*

- a. Business Model Canvas

#### **6. Marketing Plan:**

*(Strategies for branding, communicating and selling the product or service, including target markets, pricing, channels and sales tactics, among others).*

- a. SWOT analysis
- b. Target: Buyer persona (relationship with customers).
- c. Brand positioning
- d. Pricing
- e. Marketing channels
- f. Action plan: Roadmap

#### **7. Operations Plan:**

*(A roadmap of how the initiative will be executed, including estimated timelines, milestones, resources required and key responsibilities).*

- a. Project roadmap with start-up timeline.



## **8. Financial Plan:**

*(Comprehensive financial projections, including initial costs, revenue forecasts and profitability analysis, with underlying assumptions).*

- a. Financial Plan: Project feasibility and profitability.
- b. Metrics

## **9. Conclusions and recommendations:**

*(A summary conclusion, along with final recommendations for action and next steps).*

## **10. Bibliography**

*(Detail of the sources consulted in alphabetical order according to APA 7th style).*

## **11. Annexes:**

*(Supplementary information supporting the business plan, such as detailed data, technical specifications or additional research).*

## 4. TEACHING AND LEARNING METHODOLOGY

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Students will analyze real cases to project on a structured Business Plan, the development of a new initiative aimed at increasing the competitiveness of an existing company or in a second case a business plan for the creation of a new company (Startup) based on a new business model, on which they will draw lessons learned from these experiences. Through case studies, complex business situations will be explored, and critical thinking and analytical reasoning will be encouraged.

Through streaming sessions, they will receive guidance and support from experts in the field of Business, Entrepreneurship and Applied technologies. These sessions are intended to guide students in focusing their projects and provide constructive feedback throughout the process.

Students will conduct extensive research of academic and professional literature. This methodology encourages the critical analysis of existing theories and concepts and the identification of gaps or areas for business improvement, to later synthesize them in the final presentation of the TFM.

## 5. EVALUATION

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The evaluation of the Final Master Thesis will have the following components:

### **Thesis report qualification:**

Quality of the final document with a weight of 70% of the grade of FMT.

The FTM report should not exceed 50 pages (excluding the title page, table of contents, bibliography and annexes).

### **Presentation qualification:**

Presentation or final pitch in video format with a weight of 30% of the grade of FMT.

The final video pitch should last between 4 to 5 minutes maximum.

The presentation will be evaluated on the ability to synthesize and communicate the results. Students may use a PowerPoint or other animated visual support, which facilitates a clear and concise presentation. Creativity in presenting the results will be valued.

In order to have access to the presentation and defense, the approval and authorization of the tutor must be obtained.

The final grade of the course is obtained by adding the arithmetic mean value of the FTM report and the presentation. The grade will be expressed, for each student, in the following scale, with mention of the corresponding qualitative grade mention:

- 0-49: Fail
- 50-69: Pass
- 70-89: Good
- 90-100: Excellence/ Distinction

Failing the FTM will prevent the student from obtaining the Master's degree, therefore, the student must re-enroll in that subject.

## 6. BIBLIOGRAPHY

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## 6.3. AUDIOVISUALS

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