



NATIONAL UNIVERSITY OF ENGINEERING
COLLEGE OF INDUSTRIAL AND SYSTEMS ENGINEERING

INDUSTRIAL ENGINEERING PROGRAM

GP575 – BUSINESS DIAGNOSIS

I. GENERAL INFORMATION

CODE	: GP575 – Business Diagnosis
SEMESTER	: 10
CREDITS	: 03
HOURS PER WEEK	: 04 (Theory – Practice – Laboratory)
PREREQUISITES	: GP233 – Costs Accounting and Budgets
CONDITION	: Mandatory

II. COURSE DESCRIPTION

Analyze and evaluate the historical, current and future situation of aspects of the company such as Market, Administrative – Organization, Technology – Production, Logistics, Labor, Economic – Financial, etc. To find alternative solutions once formulated to the different problems that affect their normal productive and profitable progress that will serve once evaluated as a basis for decision making in favor of the recovery and / or growth of the company.

III. COURSE OUTCOMES

At the end of the course the students will:

- Understand the processes and understand the basic vocabulary associated with Business Diagnosis.
- Understand the behavior in the Functional and Strategic Diagnosis of companies from the main Management Aspects: Market, Organization, Technological-Productive and Economic-Financial.
- Explain and determine the situations that happen to companies, allowing them to make appropriate decisions that will solve this problem;
- Understand the professionals who analyze and evaluate market conditions in order to identify investment opportunities.
- Have strong training and sufficient skills to support executives who make decisions based on the Business Diagnosis.

IV. LEARNING UNITS

1. BUSINESS DIAGNOSTIC APPROACH AND STRUCTURE

Functional Diagnosis: Background / Strategic Diagnosis. / Formulation of Problems and Solution Proposals / Evaluation and Decision-Making Indicators / National Economic Environment.

2. PROBLEM OF THE BUSINESS SECTOR

Problems of the Industrial Sector. / Collection and References of Information / Qualitative and Quantitative Sources of Business and Sector Information

3. MARKET DIAGNOSIS

Market Research of the Company. / Identification of the Final Product. / Market Types. / Geographic Area of the Market.

4. DEMAND AND OFFER ANALYSIS

Analysis of the Demand. / Analysis of the Offer and Prices. / Analysis of the Plaza and Promotion. Credit Facilities. / Analysis of Unsatisfied Demand, Market Coverage and Sales Forecast. / Foreign Trade Analysis: Export and Import Market.

5. ADMINISTRATIVE AND ORGANIZATIONAL DIAGNOSIS

Administrative and Management Balance. Goals and Objectives at the Business level. / Planning: Programs, Tactics and Policies / Organizational and Hierarchical Structure. Manual of Functions and Procedures. / Direction, Coordination and Communications. Control and follow up.

6. TECHNOLOGICAL AND PRODUCTIVE DIAGNOSIS

Technological and Logistics Infrastructure of the Industry. / Description of Productive Processes. / Selection of Machinery. Installed Plant Capacity. Bottlenecks. / Plant Layout (LAYOUT). / Evaluation and Production Planning. Stock Policy / Commodity Requirement, Labor and Energy Resources.

7. FINANCIAL AND ACCOUNTING DIAGNOSIS

Accounting and Historical Parameters. Principles of Financial Accounting. / Notions of Double Items. Balance of Assets and Liabilities. / Statement of Profit and Loss. Comparative Analysis.

8. FINANCIAL INDICATORS

Liquidity, Stability, Activity and Profitability. / Movement of Funds: Applications and Sources of Financing. / Cost Analysis.

9. ECONOMIC PROJECTIONS

Economic Projections / Profit and Loss Statement / Income, Fixed and Variable Costs / Balance Point Analysis.

10. FINANCIAL PROJECTIONS

Financial projections. / Cash Forecast; Cash income and expenses. / Financing Alternatives. / Sensitivity Analysis.

11. PROJECTION OF FINANCIAL STATES

Projection of General Balances. / Financial Indices and Movement of Funds. / Inflation Adjustment.

12. ALTERNATIVES OF SOLUTION AND DECISION MAKING

Alternative solutions. / Economic Diagnostic Engineering. / Investments vs. Economic Results: VAN, TIR and PR. / Decision Making: Final Conclusions and Recommendations.

V. METHODOLOGY

The methodology of the course oriented to the acquisition of skills for the development of the students in their career for which groups will be formed, in which these will present the cases to elaborate with indications given by the teacher to them and a debate will be created to share the knowledge acquired in the theoretical class that the teacher will develop.

VI. EVALUATION FORMULA

The learning will be evaluated through the "I" system.

- Partial Exam (PE): Weight 1
- Final Exam (FE): Weight 2
- Average of Practices (P): Weight 1.

Along the semester 04 Qualified practices will be taken and the 03 with the highest grades, plus 02 monographic works will be averaged to calculate de Average of Practices.

$$P = \frac{p1 + p2 + p3 + M1 + M2}{5}$$

$$FA = \frac{PE + 2 * FE + P}{4}$$

VII. BIBLIOGRAPHY

- Marketing Management. Author: PHILIP KOTLER
Publisher, Prince Hall. 2012
- Modern Business Administration. Author: KOONTZ / D'ONOVAN
Publisher, Doubleday & company 2012.
- Production Administration Author: ELWOOD BUFFA
Publisher, Mc Graw Hill 2012.