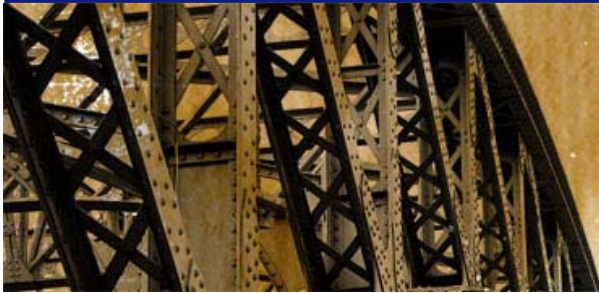




Let's move
the European construction industry

REFORME



EUROPEAN MASTER
IN BUSINESS
MANAGEMENT IN THE
CONSTRUCTION SECTOR

Training project transferability in the
frame of the REFORME network

EUROPEAN MASTER IN BUSINESS MANAGEMENT IN THE CONSTRUCTION SECTOR



INDEX

1	TRAINING DEMAND.....	2
2	DESIGN OF THE TRAINING PROJECT.....	3
2.1	GENERAL OBJETIVE	3
2.2	SPECIFIC OBJETIVES	3
2.3	GENERAL STRUCTURE	4
2.4	METHODOLOGY AND TEMPORALISATION.....	5
2.5	PROGRAM CONTENTS.....	6
2.6	TEACHING AND LEARNING MATERIALS.....	14
2.7	TEACHING STAFF.....	15
2.8	ACADEMIC CERTIFICATION.....	15



1 TRAINING DEMAND

The Master in Business Management in the Construction Sector arises as a response to a training demand required by the managers of companies of the construction sector who wish to **improve the quality standards as well as the competitiveness of the companies** to which they belong. In order to achieve these objectives they claim a training which **integrates knowledge regarding all the areas of activity of a construction company** and which begins with a clear European dimension, aiming at the promotion of the transnational mobility and contributing to the expansion of the companies' business model to the European market.

The best way to offer a response to this training need is having a superior training program which can be extrapolated to all the countries belonging to our environment and which can provide a European qualification. This will permit the contrast and compatibility of the training program of managers of any country, consequently contributing to a European recognition of the training received.

After a detailed analysis of the training needs detected, it has been concluded that the design of the training program should be as follows:

- Eminently practical, minimising the conceptual aspects and especially enhancing the practical component in order to increase the possibility of transferring the knowledge acquired.
- Offer a broad knowledge regarding the habitual strategies of specific management of the construction sector.
- Transmit a global and integral vision of the **construction company**, considering the different areas of management: strategy, economic-financial, legal, labour and commercial.
- Promote the **interaction between the participants**, thus generating a collaborative environment in the lecture room, which can be extrapolated posteriorly to the business world in order to develop alliances between companies, permitting them undertake important projects.
- Promote the internationalisation of the companies which currently have to face the challenge of an economy which is becoming more globalized, with the objective of facilitating the expansion in the European market.



FLC of the Principality of Asturias has put into practice, according to this criterion, a training program, detailed below, with a successful participation and very positive results which we will use as an example in the next section.

2 DESIGN OF THE TRAINING PROJECT

2.1 GENERAL OBJECTIVE

Provide the participants the necessary knowledge for the undertaking of the management role in the companies of the construction sector, offering a practical and integral vision of the business project which contemplates the different areas of its management.

2.2 SPECIFIC OBJECTIVES

To achieve the general objective, it was decided to organise the training program in functional areas which respond to each of the following specific objectives:

- Undertake an appropriate strategic management in the construction companies, applying the techniques and tools of project viability that permit the assessment of the profitability of business projects. All of this, using as a model the process followed by other companies which have achieved a successful expansion in the international market.
- Enrich the management, communication and commercial skills of the participants through the application of negotiation strategies and purchasing management strategies.
- Acquire and update theoretical and practical knowledge on techniques and tools that facilitate personally undertaking the economic and financial management of the company.
- Approach from a practical perspective the recent jurisprudence which has led to the legal framework that regulates the construction sector.
- Develop abilities and skills on the subject of human resources concerning personnel management and administration, as well as the techniques and management styles which permit the improvement of the work environment in the organisation.
- Optimize the commercial relationships with customers and make known the role of the process of marketing as a value generator and its correlation with the general strategy of the company.



2.3 GENERAL STRUCTURE

The Master with a **total duration** of **140 hours** is structured into **seven areas** which develop the knowledge and practical tools of each one of the functional areas of the company. One or several seminars, each lasting 10 hours, are organised for each area.

AREA	SEMINARS	HOURS
STRATEGY AND PLANNING	1. Strategic planning. Business plan.	20
	2. Business projects viability assessment.	
PURCHASING MANAGEMENT AND NEGOTIATION	3. Purchasing management and sub-contracts.	20
	4. Negotiation strategies and preparation of the negotiator.	
ECONOMIC AND FINANCE MANAGEMENT	5. Business financing. Bank negotiation.	40
	6. Financial assessment.	
	7. Cost control and analysis.	
	8. Tax system and payment of property sales operations.	
LEGAL FRAMEWORK	9. Public sector procurement legislation applied to the construction sector.	20
	10. Specific legislation of the construction sector.	
LABOUR MANAGEMENT	11. Collective Bargaining Agreement of the construction sector. Labour legislation. Human Resources management.	10
COMMERCIAL MANAGEMENT	12. Commercial strategy. Marketing plan. Negotiation with customers. Contracting.	10
TOTAL		120

The training program concludes with the undertaking of a **module of energetic sustainability; it has a transnational nature** and deals with contents related to **sustainable renovation** and **energetic efficiency**, two of the key concepts that the construction sector currently has to face.

ENERGETIC SUSTAINABILITY	13: Study visits and transnational seminar	20
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This transnational seminar was entirely undertaken in **Rome** with the collaboration of **Formedil**.



2.4 METHODOLOGY AND TEMPORALISATION

An entirely **presential methodology** which facilitates an interaction among the participants is proposed.

To enable that such a demanding training program is completely compatible with the participants' work activity, a **single weekly session** is recommended, preferably having a continuous afternoon schedule (five hour sessions, for example, from 4 to 9 P.M.).

The temporalization of the program, of approximately eight months, shall be scheduled, preferably avoiding the summer months as well as the month of December.

It is recommended that a **few weeks be determined as a rest period**, thus permitting that each participant enjoys a break during the long academic period. An adequate option to achieve this, without breaking the rhythm of study, could be programming a one week break after each one of the six training areas that integrate the Master.

If possible, the **transnational module** will be programmed **a few months after** the completion of the Master in order to facilitate that the students, during this period, can transfer the knowledge acquired during the training period to their work activity. The following image shows the calendar of the academic year of the experimental project.

OCTOBER 2009							NOVEMBER 2009							DECEMBER 2009													
L	M	X	J	V	S	D	L	M	X	J	V	S	D	L	M	X	J	V	S	D							
			1	2	3	4					6	7	8	1	1	2	3	4	5	6							
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13	14	15	16	17	18	19	20
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20	21	22	23	24	25	26	27
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27	28	29	30	31			
26	27	28	29	30	31		23	24	25	26	27	28	29	28	29	30	31										
							30																				
JANUARY 2010							FEBRUARY 2010							MARCH 2010													
L	M	X	J	V	S	D	L	M	X	J	V	S	D	L	M	X	J	V	S	D							
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25	26	27	28	29	30	31								29	30	31											
APRIL 2010							MAY 2010																				
L	M	X	J	V	S	D	L	M	X	J	V	S	D														
			1	2	3	4					7	8	9														
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26	27	28	29	30			24	25	26	27	28	29	30														
							31																				

The technical conferences of the transnational seminar, which were held in Rome, were undertaken on the 4th, 5th and 6th of November 2010.



2.5 PROGRAM CONTENTS

STRATEGY AND PLANNING MODULE

Seminar 1: Strategic Planning. Business Plan

- The process of the strategic leadership in the company.
- Mission and vision statements and strategic goals.
- External assessment: Assessment of the general environment and of the industrial sector.
- Internal assessment: resources and capabilities.
- Competitive Strategies: Leadership in costs and product differentiation.
- Corporate strategies: Business growth, diversification, vertical integration and reorganization.
- Strategy evaluation and selection.
- Strategy implementation: design of the organizational structure.

Seminar 2: Business project viability assessment

- Successful Business case study: The process of strategic leadership in a construction company that has expanded to the European market with success..
 - The process of strategic leadership in construction companies: The targets. External assessment. Internal assessment. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). Design of strategies. Implementation and follow-up.
 - The strategic development: Strategic Plans. Corporate development: investments. Competitive Strategies: Value and cost. Corporate policies. Strategic projects as a lever for development.
- Family shareholding agreement: a tool for business continuity.
 - The succession management: concepts and starting points. Succession planning. Points to consider on a succession process. Examples of different succession situations.
 - Family shareholding agreement. Typology. Methodology and contents. Legal and tax-related issues.
 - A theoretical and practical perspective in family shareholding agreements. Family and non-family professionals. Property distribution to the following generation. Compensation for family members in the business.



PURCHASING MANAGEMENT MODULE AND NEGOTIATION

Seminar 3: Purchasing management and subcontracts

- The importance of the purchasing process for costs and schedule.
- Purchasing management models.
- Process and activities to be carried out.
- Purchasing plan: initial planning and planning model.
- Knowledge of the external market.
- Purchasing management system and related databases.
- Purchasing management system as a decision-making tool.
- Commercial agreements.
- Needs identification.
- Alternatives y changes.
- Quotations: request and management of the quotation.
- Preparation of procurement documentation:
 - Typology of the contracts.
 - Precontract.
 - Open orders.
 - Control of the contracted service.
 - System for contract control.
 - Procurement management. Final assessment of the contract.
- New prices and contracts on a cost-plus basis.
- Invoice payment. Control of invoices and payments.
- Supplier evaluation.

Seminar 4: Negotiation strategies and the preparation of the negotiator.

- The importance of the purchasing process in terms of costs and timing.
- Study of real cases: Positive and negative aspects. Working by building up competence teams. Classification of causes for success and failure in different negotiations
- Role playing exercises about negotiations between groups with opposite interests.
- Quotations: request and management of the quotation.
- Lose-Win theory. Typical approach to a negotiation
- Characteristics of the good negotiator. Behaviours to avoid. Check list for the preparation of a negotiation.
- Guidelines for a negotiation. Expectations and concessions. Personalization of behavioural objectives and amendment of individual tendencies. Negotiation skills to be improved.



ECONOMIC AND FINANCE MANAGEMENT MODULE

Seminar 5: Business Finance. Bank negotiation

- Financial policy.
 - Finance direction targets.
 - Finance sourcing.
 - Financing business with own funds.
 - Bank financing. Bank financial products.
 - Other sources of finance.
- Banking negotiation.
 - Bank management. Philosophy of the relationship between bank and business.
 - Preparation for the negotiation with the bank.
 - Business credit evaluation.
 - Key points when negotiation.
 - Renewal and supervision of the negotiation.
 - Best practices in the relationship with the bank.

Seminar 6: Financial assessment

- Introduction to economic and financial assessment. Introduction to basic financial terminology in order to analyze financial statements.
- Considerations about financial ratios.
- Capital & financial analysis based on Financial Statements: The Balance Sheet & the Profit & Loss Account as documents for the analysis.
- Short term and long term analysis:.
 - Return on assets analysis.
 - Return on equity analysis.
- Companies Valuation Basic Methodology.

Seminar 7: Cost control and analysis

- Basic Cost-control concepts.
- Objectives of cost account.
- Balance out of cost accounting.
- Costs: concept and characteristics.
- Difference between costs and expenses.
- Cost control justification.
- Costs classification.
- Cost components of the product.
- Methodology of cost control.



Seminar 8: Tax system and payments of property sales operations

- National and European tax systems.
- Types of revenues and taxes.
- Tax infringements and penalties.
- The tax collection procedure.

LEGAL FRAMEWORK SEMINAR

Seminar 9: Public sector procurement legislation.

- Background, different approaches, structure and main principles of the directive on concession of contracts for public works and services in the European context.
- Preparations and concession of contracts.
- The Concession contract for public work. The business co-operation contract, the subcontract, summary appeal and other considerations.
- The building-work contract.

Seminar 10: Applicable legislation to the construction sector

- Contractors and subcontractors. Concepts. Obligations. Responsibilities. Labour Risk prevention. Contract modalities for subcontracting works or services.
- Illegal employee leasing.
- Employer obligations in the subcontract agreement. Documentation to be kept and filled in the job site.
- Infringements and penalties.
- Legal framework of basic requirements in the quality of buildings and its equipments.

LABOUR MANAGEMENT MODULE

Seminar 11: Legal Framework. Human Resources Management

- Legal framework.
 - Legal and labour framework of the construction sector.
 - Hiring in the construction sector.
 - Labour costs (Payroll and Social insurance).
 - Notions about employment contract extinction.
- Human resources management.
 - The human factor in the company.
 - Human resources policies: management styles.
 - Leadership and management skills..



COMMERCIAL MANAGEMENT MODULE

Seminar 12: Commercial Strategy

- Expectations of the Construction sector.
- The marketing as a business philosophy.
- What's marketing? What is it for?
- The customer.
- The brand image.
- The need of information.
- The research marketing.
- Competitor and demand analysis.
- The marketing plan.
- The commercial organisation.
- How to fulfil the customer needs.
- The profile of the sales person.
- The information given by telephone.
- The sales interview.
- Advertising. Objectives.
- Advertising Media.
- On line Advertising.
- The Advertising plan.
- The handover of the property.
- The quality of the service.
- The customer service.
- Post-sell service management.
- How to achieve the final customer satisfaction.
- How to strengthen customer loyalty.
- The Golden rules of Marketing.



TRANSNTIONAL MODULE: European module for managers of companies of the construction sector regarding construction, sustainable renovation and energetic efficiency.

- **Technical study visits** to illustrate innovative technical solutions for making construction become a paradigm of sustainable or eco-efficient characteristics.
- **Technical conferences** where experts in building renovation, bioconstruction and energy efficiency of the construction sector had taken part.
- **Technical and Business meetings** to encourage the commercial relations between the participants and to improve the opportunities of growth and expansion in other markets.





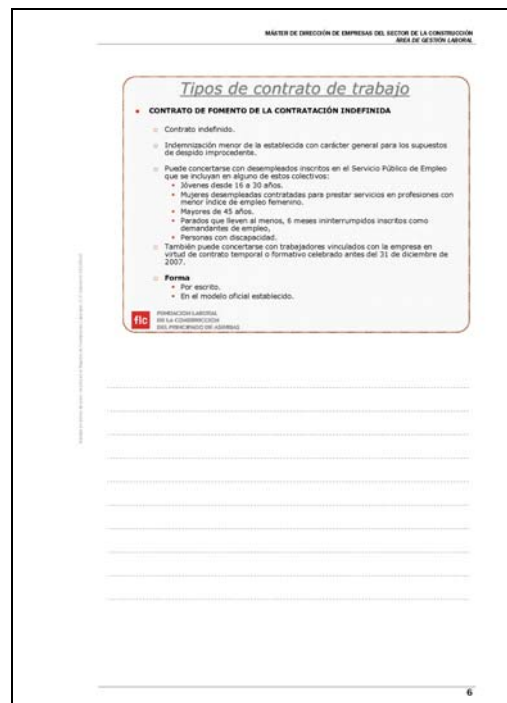


2.6 TEACHING AND LEARNING MATERIAL

Every participant will receive a handbook with the necessary documentation to support the contents exposed by each instructor. All the handbooks must follow the same style so that all the documentation can be considered as a single unit, although its contents will come from different sources, in order to facilitate the access to the contents once the session has finished.

Recommendations:

- To use a common **design** in the **covers** of the handbooks
- To visually group the handbooks of the related seminars using a particular colour for each one of six areas that are described in the contents program.
- To design the content in a way that facilitates the participants the comprehension of the exposed information. For that purpose, each instructor will receive a **Powerpoint template** that will be applied in the design of the presentations to be shared in the seminars. Each page of the printed handbook will combine the slides, which will be placed in the upper part of each page, and below, a blank space for those notes that the participants may need to take.





2.7 TEACHING STAFF

The trainers' profile should be professionals of the business management who, furthermore, have a wide teaching experience and that also are specialized technicians in each one of the subjects developed in the program, with a solid experience and a proved professional background.

Therefore, each seminar should be carried out by a different trainer.

2.8 ACADEMIC CERTIFICATION

The training program allows the participant to get a double certification:

- A certificate for each of the completed seminars.
- **A Master certificate in Business Management in the Construction Sector** for those participants that will take part in all the seminars described in the program, attending to a minimum of 80% of the sessions.

REFORM E

CENTRO INTEGRADO DE FORMACIÓN PROFESIONAL DE LA CONSTRUCCIÓN

FUNDACIÓN LABORAL DE LA CONSTRUCCIÓN DEL PRINCIPADO DE ASTURIAS

flc

Hace constar

Que D./D.^a provisto/a de D.N.I. n.º

Participó con aprovechamiento en la actividad formativa desarrollada por el Centro Integrado de Formación Profesional de esta Fundación titulada:

MÁSTER DE DIRECCIÓN DE EMPRESAS DEL SECTOR DE LA CONSTRUCCIÓN

V.ºB.º
El Presidente de FLC

El Director de Formación

Fdo. Serafín Abilio Martínez Fernández

En Ribera de Arriba, a de de

Fechas de desarrollo	N.º de horas	N.º de registro	Contenido
			Se detalla al dorso