



Course Information					
Code:	GES51023	Course:	GESTIÓN DE EMPRESAS		
Coordination Area / Program:	FAC. CC.EE. ADMINISTRACION				Mode: Presencial
Credits: 04	Tipo de hora	Presencial	Virtual	H. Totales	Autonomous Learning Hours: 128
	H.Teoria	64	0	64	
	H.Práctica	0	0	0	
	H.Laboratorio	0	0	0	
Period: 2024-02	Start date and end of period: del 19/08/2024 al 08/12/2024				
Career: ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA LOGÍSTICA Y DE TRANSPORTE - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES					

Course Pre-requisites		
Code	Course - Credits	Career
	> 80 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA LOGÍSTICA Y DE TRANSPORTE - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 100 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN

		Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA LOGÍSTICA Y DE TRANSPORTE - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
	> 60 Créditos.	ADMINISTRACIÓN - ADMINISTRACIÓN DE LA SALUD - ADMINISTRACIÓN DE NEGOCIOS DIGITALES - ADMINISTRACIÓN EN TURISMO - ADMINISTRACIÓN HOTELERA - ADMINISTRACIÓN Y EMPRENDIMIENTO - ADMINISTRACIÓN Y FINANZAS CORPORATIVAS - ADMINISTRACIÓN Y GESTIÓN AMBIENTAL - ARQUITECTURA, URBANISMO Y TERRITORIO - ARTE CULINARIO - ARTE Y DISEÑO EMPRESARIAL - COMUNICACIONES - DERECHO - ECONOMÍA - ECONOMÍA Y FINANZAS - ECONOMÍA Y NEGOCIOS INTERNACIONALES - GASTRONOMÍA Y GESTIÓN DE RESTAURANTES - GESTIÓN AMBIENTAL EMPRESARIAL - GESTIÓN E INNOVACIÓN EN GASTRONOMÍA - INGENIERÍA AGROINDUSTRIAL - INGENIERÍA AGROINDUSTRIAL Y AGRONEGOCIOS - INGENIERÍA AMBIENTAL - INGENIERÍA CIVIL - INGENIERÍA DE SISTEMAS DE INFORMACIÓN - INGENIERÍA DE SOFTWARE - INGENIERÍA EMPRESARIAL - INGENIERÍA EN INDUSTRIAS ALIMENTARIAS - INGENIERÍA INDUSTRIAL Y COMERCIAL - INGENIERÍA INFORMÁTICA Y DE SISTEMAS - INGENIERÍA LOGÍSTICA Y DE TRANSPORTE - INGENIERÍA MECATRÓNICA - INTERNATIONAL BUSINESS - MARKETING - MÚSICA - PSICOLOGÍA - RELACIONES INTERNACIONALES
DGB-PRINCIOFMKT	PRINCIPLES OF MARKETING	ING. INDUSTRIAL Y C.
FC-MKT MARKETIN	MARKETING	ING. INDUSTRIAS ALIM. - ING. INDUSTRIAL Y C. - ING. AGROINDUSTRIAL - ING. EMPRESARIAL - ING-MECAT
FC-HOT ADMTSER2	ADMINISTRACIÓN DE SERVICIOS Y DE LA CALIDAD	ADM. TURISMO
FC- P-ADM ADMNEG	ADMINISTRACIÓN PARA LOS NEGOCIOS	ADM. NEG. DIG.
FC-AD-ADM ADMNEG	ADMINISTRACIÓN PARA LOS NEGOCIOS	ING SIST INFORM - ECO. NEG. INT. - ING. INDUSTRIAS ALIM. - ADM&FINCORP - ING-SOFT - ECONOMIA - ARQUITECTURA - ARTE Y DIS. EMP. -

		RELAC. INTERNACIONALES - ECO. Y FINANZAS - PSICOLOGIA - ADM. Y EMPRENDIMIENTO - ING-MECAT
FC-ADM ADMNEG	ADMINISTRACIÓN PARA LOS NEGOCIOS	GEST. AMBIENTAL EMP. - ADM. DE LA SALUD - MUSICA - ING AGROIND - ING SIST INFORM - GEST-INNOV-GASTRON - ADMINISTRACION - COMUNICACIONES - ECO. NEG. INT. - ARTE CULINARIO - ADM-GEST-AMBIENT - ING. INDUSTRIAS ALIM. - ADM&FINCORP - ING-SOFT - ECONOMIA - ING. INDUSTRIAL Y C. - ARQUITECTURA - ARTE Y DIS. EMP. - DERECHO - RELAC. INTERNACIONALES - ING. INFORMATICA - MARKETING - ECO. Y FINANZAS - ADM. HOTELERA - GASTR. GEST. REST. - INTERN. BUSINESS - ADM. TURISMO - ING. AGROINDUSTRIAL - PSICOLOGIA - ING. CIVIL - ADM. Y EMPRENDIMIENTO - ING. AMBIENTAL
FC-ADM FUNDFINA	FUNDAMENTOS DE LAS FINANZAS	ARQUITECTURA
FC-ECO MACNEGOC	MACROECONOMÍA Y NEGOCIOS	ECO. NEG. INT. - ECONOMIA - ECO. Y FINANZAS
FC-ECO ECONGRAL	ECONOMÍA GENERAL	ING AGROIND - ING. INDUSTRIAS ALIM. - ING. AGROINDUSTRIAL - ING. EMPRESARIAL

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
NAVINTA HORNA, ROXANA ISABEL	rnavinta@usil.edu.pe		

Instructors
You can check the timetables for each teacher in their INFOSIL in the Classes Development Teachers option Teachers .

Course Overview
Business Management is a specialty subject, of a theoretical nature. It contributes to the development of the competencies of Planning, Organization, Management, Value Creation, Business Strategies, Business Development, Organization and Leadership, Financial Management and Control, Marketing Promotion and Administrative Management. It includes the development of the following thematic axes: Strategic Management Process, Principles of Organization and Human Behavior, and the Decision Making Process. The creditable product of the subject is the report of diagnosis and proposal of business strategies of an organization, supported by the group.

Competencias Profesionales y/o Generales			
Carrera/Programa	Sigla/ Denominación de la competencia	Nivel de la competencia	Aprendizajes esperados
ADMINISTRACIÓN	CP1: Planning	N1 Recognizes the functional areas of the organization, as well as the theories, tools and techniques of planning, with the aim of having a better vision of the company.	<ul style="list-style-type: none"> Proposes short, medium, and long-term goals or objectives, consistent with the information obtained from the analysis of the macro and microenvironment. Analyzes the macro and microenvironment of an organization (functional areas), applying the theoretical tools of scientific administration. Perform a diagnosis of the organization that allows for more

			<p>information to make better decisions..</p> <ul style="list-style-type: none"> • Develop action plans, considering the necessary resources and expected results
	CP2: Organization	<p>N1 Recognizes the functional areas of the organization, as well as the theories, tools and techniques of planning, with the aim of having a better vision of the company.</p>	<ul style="list-style-type: none"> • Efficiently uses the resources necessary to achieve the goals or objectives, taking into account the management tools and models appropriate to the context. • Identifies the necessary activities within a process or functional area, considering the expected results and existing resources. • Analyzes and proposes processes within an organization or functional area, designating the functions and responsibilities to achieve goals and objectives • Effectively determine personnel tasks and assignments according to management levels, their level of formality, and the way decisions are made.
	CP3: Address	<p>N1 Identify the types of organization, culture, and decision-making in the company to establish management styles.</p>	<ul style="list-style-type: none"> • Positively influences organizational performance using social-emotional skills • Lead actions that improve the organizational culture and lead to better decision making in the company. • Apply social and organizational communication skills (in their different types and levels) to align collaborators with the objectives set by the organization. • Develop activities that motivate the members of an organization to commit and take responsibility to achieve goals and obtain the expected results, in accordance with the defined structures and processes.
ADMINISTRACIÓN DE LA SALUD	CP1	N1 Performs management,	

		administration and execution activities in health and related organizations and institutions.	
ADMINISTRACIÓN Y EMPRENDIMIENTO	CP3: Administrative Management	N1 Identifies the administrative processes of the organization to understand the functions and activities within the organizational chart.	<ul style="list-style-type: none"> • Understands the theoretical foundations of administrative management, according to the organization's line of business. • Identify the management processes of an organization according to their type and nature. • Manages the human capital of the organization according to its type and nature
ADMINISTRACIÓN Y FINANZAS CORPORATIVAS	CP4: Administrative Management	N1 Identifies the administrative processes of the organization to understand the functions and activities within the organizational chart.	<ul style="list-style-type: none"> • Understands the theoretical foundations of administrative management, according to the organization's line of business. • Identify the management processes of an organization according to their type and nature • Manages the human capital of the organization according to its type and nature.
ADMINISTRACIÓN Y GESTIÓN AMBIENTAL	CP4: Value Creation	N2 Identify, analyze and select multidisciplinary innovation techniques suitable for the company, taking into account its resources and limitations.	Designs business strategies focused on social and environmental aspects, considering improving the company's relationship with its stakeholders and minimizing its environmental impact, thus contributing to business competitiveness and value creation, aligning with the Sustainable Development Goals SDG Agenda 2030 of the United Nations.
INTERNATIONAL BUSINESS	CP2: Business Development	N2 Understands multilateral trade agreements following the guidelines and specifications of each agreement in order to take advantage of global markets	<ul style="list-style-type: none"> • Evaluates the current regulations of national and international trade, considering the bilateral and multilateral agreements signed by Peru • Apply multilateral trade agreements following guidelines and specifications with the aim of taking advantage of global markets. • Use foreign trade

			regulations and international customs terms to apply them in the planning of international trade strategies.
	CP4: Business Strategies	N2 Systematizes the commercial management indexes, developing a marketing plan in order to ensure that it meets the objectives set.	Identifies the different international commercial sales techniques, following the principles of Commercial Management <ul style="list-style-type: none"> • Use statistical, accounting, financial and marketing tools to generate value in the international organization • Systematizes commercial management indices, developing a marketing plan to ensure that it meets the established objectives.
MARKETING	CP2: Financial Management and Control	N1 Learn about the different accounting and financial tools related to the management of commercial budgets	<ul style="list-style-type: none"> • Analyzes the main functions of the different areas of the company and the administrative process to maximize it and seek efficiencies. • Applies tangible and intangible resources to organize and control costs • Recognizes the importance of soft skills for managing high-performance teams. • Efficiently manage corporate resources by evaluating short- and long-term financing alternatives.
	CP3: Marketing Promotion	N1 Recognises the different integrated marketing communication tools	<ul style="list-style-type: none"> • Recognizes the importance of the communications mix to achieve the company's marketing objectives. • Clearly identifies the importance of integrated marketing communications and its relationship with positioning, market share and top of mind. • Identify the most appropriate media and combination of communication for your product or service. • Understand the consumer and design their profile using insights and segmentation to build effective promotional messages.

	CP5: Organization and Leadership	N1 Recognises the importance of the activities carried out in work teams and their day-to-day situations	<ul style="list-style-type: none"> Organizes activities using management models, designated tasks and leading effectively to achieve objectives Organizes processes and activities using projection and analysis tools to propose improvements considering the internal and external environment. Knows, proposes, and evaluates their proposals for process improvements, seeking innovation, developing teamwork and joining efforts to achieve the organization's objectives.
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General Course Result	Unit Result
At the end of the course, the student prepares a diagnostic report of an organization that enables understanding how strategic planning and administration of a company, its organization, and effective leadership directly impact decision-making, human behavior, and all administrative and commercial management.	1. At the end of the unit, the student prepares a draft of the diagnostic report of a company, which includes an enhanced version of vision and mission, the current analysis of external and internal factors, the development of strategic decision-making tools, and the organizational strategy and functional strategies of marketing, human resources, operations, and finance.
	2. At the end of the unit, the student prepares a draft of the diagnostic report of a company, which includes an analysis of organizational behavior and culture and how it impacts competitive strategy.
	3. At the end of the unit, the student elaborates an analysis of organizational processes and the importance of decision-makers in a company, and how this impacts the achievement of business objectives.

Development of activities		
Unit Result 1: <i>At the end of the unit, the student prepares a draft of the diagnostic report of a company, which includes an enhanced version of vision and mission, the current analysis of external and internal factors, the development of strategic decision-making tools, and the organizational strategy and functional strategies of marketing, human resources, operations, and finance.</i>		
Session 1: <i>At the end of the session, the student presents reports related to the importance of strategic management, which includes an analysis of the mission, business vision, and external and internal factors that impact business management.</i>		Semana 1 a 2
Learning Activities	Contents	Evidence
- Visualizes the explanation of the course methodology and evaluation system. Determines work teams and assignment of the company to be analyzed. Introduction of core topics of the course and objectives of the executive per functional position - Understands the importance of Strategic Management - Formulates a correctly articulated vision and mission and understands its strategic	- Strategic Management - Strategic Management - Stages of Strategic Management - Key terms - Strategic Management Model - Benefits of Strategic Management - Mission and Vision - Mission Statement - Vision Statement - Process of the Mission and Vision statements - Importance of Mission and Vision - Components of Mission and Vision - External Evaluation - Purpose and nature of external evaluations - PESTEL	- Personal Presentations - Academic Forum: Review of the company chosen for the business research assignment - Group activity. - Group Task: - Develop an enhanced vision proposal for a company. - Group Task: - Develop PESTEL and Porter's Five Forces for a company. - Group Task: - Develop an internal audit of the company identifying strengths and weaknesses.

importance. - Identifies and analyzes the external factors that impact business management. - Identifies and analyzes the internal factors that impact business management.	analysis - Porter's 5 forces model - Internal Evaluation - Purpose and nature of external evaluations - Integration of Strategy and Culture	
Session 2: <i>At the end of the session, the student presents the first draft of the diagnostic report for a company, which includes the strategic management formulation stage and determines the corporate strategy.</i>		Semana 3 a 5
Learning Activities	Contents	Evidence
- Identify the objectives according to the current situation of the company. Understand the types of strategies to achieve the corresponding objectives. - Select the right strategy, through the elaboration and analysis of the results of the strategic decision tools. - Develop SWOT Matrix as a tool to establish strategies at the level of functional areas.	- Strategies in action - Short and long-term objectives - Types of strategies - Innovation Strategies - Intensive Strategies - Diversification Strategies - Defensive Strategies - Michael Porter's 5 generic strategies - Choice of Organizational Strategy - SWOT Matrix - Process of analysis and choice of strategies - Choosing strategies at the functional level - Marketing strategies, Operations, human resources, and finance	- Group Task: Proposal of organizational objectives and SWOT Matrix of the company - Group Task: Proposal of objectives by functional areas and SWOT Matrix by functional areas - Test N°1 - First draft of the Diagnostic report
Unit Result 2: <i>At the end of the unit, the student prepares a draft of the diagnostic report of a company, which includes an analysis of organizational behavior and culture and how it impacts competitive strategy.</i>		
Session 3: <i>At the end of the session, the student identifies the importance of organizational structure and design and how these are affected by corporate strategies.</i>		Semana 5 a 6
Learning Activities	Contents	Evidence
-Identify the existence of the various organizational foundations and understand their usefulness to form the organizational structure of a company that allows aligning the structure and strategy. - Understand the usefulness of creating an organizational chart aligned with the competitive strategy.	- Stegy Implementation - Align structure and strategy. - Organizational foundations - Types of organizational structure	- Group Task: Six Organizational Fundamentals Graphic Organizer - Group Task: Organization chart for a company
Session 4: <i>At the end of the session, the student identifies the individual and group characteristics of people, differences, and personalities and how these impact organizational behavior and culture.</i>		Semana 7 a 9
Learning Activities	Contents	Evidence
- Identify the individual characteristics of people, their differences and how these can benefit a company. -Identify the characteristics of organizational behavior	- Organizational Behavior - People and organizations - Individual characteristics - The importance of individual differences - Human Capital - Individual differences of personality - Essential skills - Benefits of Diversity and Inclusion - Organizational behavior characteristics - Organizational Culture - Concep of Culture - Organizational Culture - Organizational Culture characteristics - Types of organizational cultures and profiles - Values - Organizational socialization - Entrepreneurship and Innovation	- Group discussion – How does the organizational behavior impact over the individual behavior? - Group Task: Organizational Behavior definition. - Individual Task: DISC Test (Dominance, Influence, Steadiness and Compliance) - Group Task: Organizational Culture definition. - Test N°2 - Second draft of the Diagnostic report

Unit Result 3: *At the end of the unit, the student elaborates an analysis of organizational processes and the importance of decision-makers in a company, and how this impacts the achievement of business objectives.*

Session 5: *At the end of the session, the student understands the decision maker's role, the Business Intelligence tool and the SUV Decision Making model.*

Semana 10 a 11

Learning Activities	Contents	Evidence
- Understand the decision-making process and how it impacts the results in organizations	- Decision Making - Decision making process. - Types of decisions - Bias and mistakes - Effective decision making - Toma de decisiones eficaz - SUV Decision Making model	- Individual Task: Study Case - Group Task: Application of the 8 steps in decision making in a company's case study

Session 6: *At the end of the session, the student elaborates maps of organizational processes in a company .*

Semana 12 a 13

Learning Activities	Contents	Evidence
- Review maps of organizational processes, as well as advantages, types, identification, and improvement of processes.	- Organizational Processes - Process map. - Advantages and types of process maps - Identification and improvement of process maps	- Group Task: Map of microprocesses of a company - Company process map - Test N°3 - Third draft of the Diagnostic report

Session 7: *At the end of the session, the student presents a final Diagnostic Report of a company and presents in person the results obtained.*

Semana 14 a 16

Learning Activities	Contents	Evidence
-Present report of a Company diagnosis and presentation.	- Final Presentations	Diagnostic Report and Slides Exhibition of the Diagnostic Report.

Methodology

The course will be developed based on the following methodologies: Collaborative and reflective learning through Case Studies and practical problem-solving work; gamification dynamics; group discussions on topics of interest and inquiry-based learning; fostering integrated and progressive, contextual and practical, student-centred learning.

Assessment System

Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.

The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.

Type Evaluation	%Weighing	Observation	Week Assessment	Rezag.
Evaluación Permanente	70%			
Promedio de Evaluaciones	100%			
Evaluación 1	30%	Active participation in class	Semana 14	No
Evaluación 2	40%	3 Tests. (None are eliminated)	Semana 14	No
Evaluación 3	30%	Average of drafts	Semana 14	No
Evaluación Final	30%		Semana 16	No

Attendance Policy

Total Percentage Absences Permitted	30%
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Class attendance is mandatory. The student who reaches or exceeds the limit of thirty percent (30%) of absences in the course, defined by the total of effective hours, will be disqualified from taking the final evaluation, corresponding to said evaluation with a grade of zero (0).

In hybrid classrooms, only synchronous virtual participation (via zoom) is allowed, up to a maximum of 50% of the total course.

Basic Required Reading

[1] David, Fred R. (2015). *Strategic management : concepts and cases : a competitive advantage approach* /. (Fifteenth edition.). Pearson,.

References Supplementary

[1] Alvarez-Risco, A. et al. (2023). Value Creation Impact: Role of Stakeholders in the Development of Sustainable Foreign Trade. . https://doi.org/10.1007/978-3-031-43785-4_3

[2] Espina-Romero, L. et al. (2024). Role of digital leadership in the information age. <https://doi.org/10.52080/rvgluz.29.105.23>

[3] Fernandez-Malpartida, W. & Dextre-Beteta, C. (2022). Influence of Manager's Age, Education Level and Negotiation Skills on SMEs Performance in Peru. <https://doi.org/10.53703/001c.88072>

Prepared by:	Approved by:	Validated by:
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Date: 20/06/2024	Date: 08/07/2024	Date: 16/07/2024