

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Analytics		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Legal and Business Science		
Course:	BUSINESS ORGANIZATION AND MANAGEMENT II: DIGITAL TRANSFORMATION		
Type:	Optional	ECTS credits:	6
Year:	2	Code:	5371
Teaching period:	Third semester		
Area:	Management Analytics		
Module:	Disciplinary Training		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

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SUBJECT DESCRIPTION

Definition of the concepts of socio-economic-political system, firm and entrepreneur and its temporary evolution.
 Definition of business environment and its consideration, both the external perspective and from the internal.
 Definition and description of the functional areas of the company. Holistic view of the company.
 Definition, description and operation of the constituent systems of the company.
 Definition, description and operation of key functional areas of business: operations, marketing and sales.

The subject, as a whole, can be divided into five parts.

The first part is only an introduction and conceptual foundation of the company in which the facts that characterize

as the socio-economic-political reality that is currently presented. Consideration of the temporal evolution of this reality is taken as a first step to begin to outline the main features that make the company as a major element of the socio-economic-political system, i.e. the leadership role in the company, so close to the entrepreneur profile. In both cases the relationships with anthropology as foundation of the behavior of the entrepreneur and his/her management style and the managerial function is exposed.

In the second part, the students' attention is expanded, directing it specifically to the business environment. The socio-economic-political-reality that the company is defined as an open socio-technical knowledge-based organization. In its essence, is the relationship with other socio-economic realities, some like, which are the ones of interest in this subject, and other dissimilar which will provide the core of other subjects of the Degree in Business Analytics. After defining what we mean by internal and external environment, this concept is used as a basis to identify, in general sense, the market and justify the mechanism of evolution and competitiveness of the company in its environment towards achieving its end which is nothing but the maximization of wealth generation. Defined this mechanism, the Strategic Direction is entered as the business function that is responsible for the practical implementation of the necessary means to accomplish it and the macro strategic capabilities of the company are analyzed that, later in the Strategy and Structure subjects, they are examined in more detail.

In the third part the student is invited to delve into what the structure of the company is, in its broadest sense, and the implications that this structure has on the functioning of the company itself. Given the terms of this course, the structure of the company is presented not only as allowing the strategy designed to function, but as an holistic view of the company (related to the design of the organization), pointing out the various options allowed, in particular regarding the organic solutions. The student learns that the socio-economic-political reality of the company influences on the habitat where it lives and develops, and that given a certain environment, the company must take different organic forms to optimally adapt to such environment and generate maximum wealth, then manager must choose the most appropriate structure based on business objectives and in accordance with the ethical practice of their profession.

In the fourth part, students are invited to deepen a little in the leading functional aspects of the firm, such as government of the people, the culture of the company, the way decisions are made in the company and the formal way in which the manager implements its management: the management system of the company. Naturally, each of the aspects is the beginning of more specific subjects within the Degree in Business Administration.

In the fifth part the student is invited to meet two basic pillars of the key areas of the company such as the area of operations and marketing-sales area. The approach to these areas is not classical, production and trade, but following the thread of the subject that was specified in the second part, the company is seen as a socio technical organization open knowledge-based on all activities they carried out are arranged to achieve the same goal, reflected in the mission of the company. In this sense, marketing and operations activities should be designed to increase the generation of sustainable competitive advantage over time, which will ultimately enable the fulfillment of the objectives of the company as an organization of people.

GOAL

Familiarize the student with the operative of the different systems of the business organization and with the content of the functional areas in the company as well as with the existing interrelations between the different systems and functional areas in the company and with the environment so that the Company to fulfill its purpose. Identify as a source of wealth for the company not only the patrimonial aspects, but also those implicit in the people who work in it.

Understand the meaning of competitiveness in your application to the company. Understand the role of competitiveness in generating value for stakeholders and the virtuous circle in the company. Understand the business model as an open sociotechnical organization based on the knowledge and implications that it entails in business areas such as management, managerial skills and mission of the company.

Fundamentals of Organization and Business Administration

It begins by defining the organization as a set of people who work to obtain results that interest all but for different reasons. The following is a look at the reality in which, in any field, organizations are those that mediate between people and any function of society. Therefore, the company is one of the elements of society and how any organization must be designed with a specific objective and a specific mission that makes it necessary procedures, standards and direction for compliance. Of the possible organic conceptions that this organization that is the company can adopt we follow the systemic vision because it is used as the base for the management of companies today, the company is considered as a harmonic totality in which the set is worth more than the parts thanks to the synergies that are generated.

The company and its environment, internal and external

The company is an organization of a particular type: economic, which must produce goods and services for profit, although it is not the only thing that must generate. That need to generate a profit in its activity is what makes the company is looking at the market continuously, that in a first approximation, can be said its external environment. And this external perspective the emphasis is placed on planning and underlies a mechanical analogy. However, the company is also formed by a group of people who have formal and informal relationships between them and who make it impossible to understand the processes that occur in the company, are the reason that the company is not only a technical function.

The structure of the company: open socio-technical organization based on knowledge

It is precisely because the company is made up of people, it is an organization, so the company must have several functional areas that allow it to achieve its purpose. Systems theory speaks of the technical system, the human system, the management system, the cultural system and the political system of the company. The structure is the layout and relationships that exist between the different systems that form the company so that its performance maximizes the generation of wealth, which is the end of every company.

The operation of the company

Not every organization works like a company. Companies have characteristic elements: an operational definition of the purpose of the enterprise, including the satisfaction of the people of the company, a definition of the activities necessary to achieve the purpose, including communication and motivation and a way of putting the practice into practice. Purpose of the company, instrumental techniques of operations, marketing, finance; Training of employees. All of the above must be directed, there must be a responsible for the execution and coordination of the above elements, who must also include them in the culture of the organization and keep them in time.

The functional areas of the company: operations and marketing-sales

The company is an open socio-technical organization based on knowledge of an interdisciplinary nature. As the company is a unit, each and every one of its functional areas or systems is important, however, there are two that use a greater number of resources for the company to fulfill its purpose: operations and marketing-sales. These systems are also the origin of a very high number of capabilities of the organization, so the company management needs to know them well. The socio-economic reality that the company needs to be analyzed from several perspectives in order to differentiate the various stages of its development as part of the socio-economic-political-business system. This analysis begins in this subject after the first industrial revolution, since it is the historical moment in which elements that continue to be present in the company begin to be present in the company. Special attention is given to the figure of the manager / entrepreneur of the company and to the managerial function as it is one of the pillars of the current company and a figure to which our students are called to be. The company manager, as a person who represents the vision of the company and plans the actions that leads it to fulfill its mission, requires excellent theoretical and practical knowledge as well as a solid anthropology that supports its actions in accordance with ethics and the common good.

The company as an open socio-technical organization based on knowledge that is related to its outside and that must also do so with its suppliers, customers, shareholders and employees (its stakeholders) induces the consideration of the limits of the organization (internal environment) and by exclusion, of what is outside it, its external environment. It is in the environment where the company establishes its relations with other organizations of the same or different nature that are also present and that, together with the relationships established between them, form the market in a broad sense. The condition of possibility of continuity in the time of the company is that it generates tangible benefits, nevertheless it is necessary to consider as part of the strategic planning of the company the generation of another type of non tangible benefits, although equally important for the attainment of the end of the company. Both types of benefits are included in the concept of wealth.

In order for the company to fulfill its purpose, the manager must attribute to each functional unit its particular goals and must continuously review the way to achieve them in practice. If the manager manages to design and build a company culture in which if one of the stakeholders wins, all stakeholders, and not just some, wins, they will have implemented the virtuous circle in the company's actions. Without the comparative knowledge of the various organizational structures possible in terms of ownership, organizational form and functionalities of each element of the organization, the company may not be viable.

We have already reviewed the set of elements that make up the organization that is the company, its anatomy.

The reality of the company is dynamic, so that its operation cannot be understood more than holistically, including the relationships between the parties and the explanation of their functioning as a unit, the physiology of the company. It is from this holistic perspective that the company is analyzed and the different subsystems of the organization are differentiated, which is how people, the way in which decisions are made, the way in which leadership is exercised or the way in which that the company communicates with its stakeholders.

The holistic conception of the company implicitly implies that the whole company needs of the all the parties and the relationships between them to achieve their objectives: without the detailed knowledge of the parties, it is impossible to design and build a viable and sustainable company in time. Two of the fundamental parts of any company are the ones that manufacture products for sale in the market and the one that must determine which product is what the market will buy. The Operations area and the marketing area are analyzed critically from different points of view in order to integrate them into the reality of the company.

PRIOR KNOWLEDGE

The subject in terms of its contents are complementary to another one previously studied by students such as Organization and Business Administration I.

COURSE SYLLABUS

UNIT 1: THE COMPANY AND THE IMPACT OF DIGITAL TRANSFORMATION
UNIT 2: THE CONCEPT OF THE COMPANY & ITS EVOLUTION
UNIT 3: THE ENTREPRENEUR AND THE START-UP
UNIT 4: THE BUSINESS & THE MARKETPLACE PRE- & POST- DIGITAL DISRUPTION
UNIT 5: INTRODUCTION TO STRATEGIC DIRECTION FOR DIGITAL TRANSFORMATION
UNIT 6: ORGANISATIONAL STRUCTURE PRE- & POST- DIGITAL DISRUPTION
UNIT 7: CORPORATE AND OWNERSHIP STRUCTURES FOR START-UPS AND MATURE COMPANIES
UNIT 8: PEOPLE MANAGEMENT: LOCAL AND VIRTUAL
UNIT 9: MANAGEMENT STRUCTURES AND CORPORATE GOVERNANCE
UNIT 10: TO BUILD AN ORGANIZATION: CULTURAL & POLITICAL SYSTEMS
UNIT 11: PRODUCTION: IMPACT AND REALITY OF GLOBALISATION
UNIT 12: MARKETING & SALES: HUMAN & DIGITAL DIMENSIONS
UNIT 13: DIGITAL TRENDS OF THE PAST AND THE FUTURE
UNIT 14: YOUR PATH TO DIGITAL TRANSFORMATION

EDUCATION ACTIVITIES

The Business Analytics degree at the Universidad Francisco de Vitoria aims to train future business professionals capable of improving society and the business environment with its good practice, applying in any field of its future life our motto "Vince in Bono malum", good wins over evil.

The course will be developed around an eminently practical application of the theoretical foundations of the subject.

For the development of this subject, two complementary learning methodologies will be applied, allowing the student to carry out research and personal reflection, to promote collaborative work and to provide a general vision in the business and consumer field.

Next, we proceed to briefly define each of the methodologies used for the development of the subject:

- Flipped Classroom: in this methodology the traditional elements of the class are reversed, so that the teacher identifies the learning objective that wants to work, the skills that will need to put into play their students, select the theoretical content of the subject that will need to cover them and design the activity. In this type of methodology, there is a part of autonomous learning by the student through the use of various resources. It also supports collaborative learning, creating a common space between teachers and students.

- Project-based learning: this methodology allows students to acquire knowledge and key skills through the development of projects that respond to real-life problems. In this methodology, the starting point is a concrete and real problem, instead of the traditional theoretical and abstract model, allowing the student to develop complex skills such as critical thinking, communication, collaboration or problem solving.

The following are the activities that will be carried out during the course through the use of implemented methodologies.

FACE-TO-FACE WORK

This modality may be altered, if the scenarios established by the health authorities change. In this case, all classes will be held at the same time established remotely, using the tools provided by the University.

The face-to-face work will be made up of various training typologies:

* Expository classes: Transmission of knowledge by the professor in order to activate cognitive processes in the student, deepening in the points of greatest interest and difficulty. It is highly recommended that the student has previously read the resources prepared by the teacher and thus participate more actively in class.

* Practical classes: This modality has several purposes and can be followed as methods:

1. Case studies (acquisition of learning through the analysis of real or simulated cases).
2. Resolution of exercises and problems (exercise, rehearse and put into practice the previous knowledge).

The practical classes will be based on theoretical content uploaded to the CANVAS platform (Virtual Classroom) previously by the teaching staff.

* Presentation of work: Oral presentation of the research work done by the student in groups, with the aim of promoting the understanding and assimilation of the different concepts previously acquired and the development of the argumentative and critical capacity of the student.

* Debates: about real problems, so that the student learns to discuss reasonably certain topics, exchanging opinions, accepting opposing views, exposing reasons and arguments, assimilating at the same time the arguments of the opposing party, detecting their strengths and weaknesses and developing the capacity of communication and legal argumentation.

Tutoring:

a) Personalized: individual attention to the student with the aim of reviewing and discussing the topics presented in class and clarifying any doubts that may have arisen.

b) Group: Supervision of the students working in groups to develop the proposed work

c) Online: through the channels enabled for this purpose (forums, e-mail, etc.)

Conducting tests:

The objective is to evaluate the acquisition of the proposed competencies, mainly of a cognitive nature, as part of the evaluation system. At the same time it allows to evaluate the learning results obtained.

The final exam will have theoretical and practical elements, which will allow the evaluator to obtain the indicators that show the objectives and skills achieved by students.

AUTONOMOUS WORK

* Group research work: Project carried out by a group of students on a specific topic for which all the necessary documentary and practical sources must be taken into account.

* Individual research work: Project carried out by a student on a specific topic for which he must take into account all the documentary and practical sources that are necessary.

* Theoretical study: Study of the theoretical content of the program and preparation of the recommended readings and audiovisual resources made available by the teaching staff.

* Practical study: Study of the practical content of the program and resolution of practical cases.

The training activities, as well as the distribution of work times, can be modified and adapted according to the different scenarios established following the indications of the health authorities

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

Capacity for organising, systematization and planning in identifying problems, levers and models in the context of big data.

Ethical commitment in the information society.

Skills for promoting intellectual curiosity and the search for truth in all areas of life, and in particular in the context of handling mass data.

Capacity for achieving objectives, problem-solving and decision-making in the environment of quantitative and qualitative mass data.

Capacity for analysing data on a large scale from different sources: audiovisual, textual and numerical.

Capacity for designing and implementing projects and reports, naturally using digital channels.

Capacity for leadership and teamwork in the information society.

Capacity for critical, self-critical, analytical and reflexive thought.

Capacity for autonomous learning in the information society.

Specific skills

Know and understand the basic principles of business analytics and its essential concepts and tools, geared towards identifying and assessing opportunities in all the functional areas of the business: general and strategic management, human resources, finance, marketing, production and operations.

Know how to interrelate all the functional areas of a company.

Use English for professional development in an international context, and new technologies.

LEARNING RESULTS

Understands the basic principles of business analysis and key skills and tools. He is able to identify and evaluate all areas of a business

Understands the fundamentals of business management and administration; and understands the links between the organization of the company, strategic and tactical planning and management control.

Understands the interrelationship of the different operational areas of the company.

Knows how to communicate in technical English complex problems in the areas of international trade and new technologies.

LEARNING APPRAISAL SYSTEM

The modality of continuous evaluation will be applied and will be effective through the monitoring of the results of each student in the different activities proposed during the development of the course.
The evaluation system includes the following sections:

ORDINARY CALL

1. Continuous evaluation (70%) applying Flipped Classroom and project based learning.
Active assistance and participation in classroom activities and virtually through Canvas (Virtual Classroom): 10%.
Group work: 20%.
Practical tests: 40

2. Final Exam (30%): It will consist of a test with theoretical and practical content.

Written or oral test, developmental, short answer or test type: 30%.

All proposed papers/case studies will be delivered to the teacher in electronic format on the established dates and will be solved through face-to-face tutorials or through the virtual classroom.

In order to apply all the percentages with which the subject is globally graded, it is a mandatory requirement that the student obtains a grade higher than 4 on the exam, submit the proposed work and/or practice and actively participate in the classroom.

Attendance to the theoretical and practical classes is mandatory. Not applicable to students in second and subsequent enrollment or in special situations.

EXTRAORDINARY AND SUBSEQUENT CONVOCATIONS

Students who attend extraordinary calls must present the work/internship proposed by the teacher with a value of 70% on the total assessment of the subject. In any case, the exam will be in writing about the theoretical and practical subject given with a value of 30% of the total evaluation of the subject, being a requirement to obtain a mark higher than 4 in the exam, as well as the delivery of the proposed work and / or practices, and active participation in the classroom for the application of all the percentages with which the subject is graded globally.

1. Continuous evaluation (70%) applying Flipped Classroom and project based learning.

Active attendance and participation in classroom activities: 10%.

Group work: 20%.

Practical tests: 40

2. Final Exam (30%): It will consist of a test with theoretical and practical content.

Written or oral test, developmental, short answer or test type: 30%.

CALL FOR SECOND OR FOLLOWING PUPILS AND SITUATIONS SPECIAL. ORDINARY AND EXTRAORDINARY.

Those students who are in SECOND OR FOLLOWING REGISTRATIONS, or for a justified circumstance and/or they have been recognized ACADEMIC DISPENSE and/or they are taking ERASMUS and they cannot make a regular follow-up of the subject, the evaluation system foreseen will be:

1. Continuous evaluation (60%) applying Flipped Classroom and project based learning.

Group work: 20%.

Practical tests: 40

2. Final Exam (40%): It will consist of a test with theoretical and practical content.

Written or oral test, developmental, short answer or test type: 40%.

All proposed papers/case studies will be delivered to the teacher in electronic format on the established dates and will be solved through face-to-face tutorials or through the virtual classroom.

In order to apply all the percentages with which the subject is globally graded, it is a mandatory requirement that the student obtains a grade higher than 4 on the exam, submit the proposed work and/or practice and actively participate in the classroom.

ALTERNATIVE EVALUATION SYSTEM

While circumstances may change and it may be necessary to adapt teaching to the recommendations indicated by public authorities of all kinds and especially health authorities, whether at the national, regional or municipal level, including any measure that is necessary for compliance with prevention and security protocols and that can instruct the indication of a full teaching in remote / virtual, the percentages and evaluation system that includes the subject will be maintained.

As far as CONTINUOUS EVALUATION is concerned, the means of delivery of the training activities that will be presented and resolved through the tools/resources created for this purpose in the virtual classroom will be modified.

As far as the FINAL EXAM is concerned, both in ordinary and extraordinary calls, and in the face of a health scenario that prevents attendance in the classroom for its development, it will be carried out through the virtual classroom of the subject in which a session will be opened in BLACKBOARD or another tool made available by the specific University of EXAM CALL. The professor will be present in the session during the whole time the exam is being developed (synchronous session) and it will consist of a theoretical-practical test. If any technical incident occurs that makes the development of the exam difficult and/or impossible for some and/or all students, the exam will be held ORALLY the day after the date on which the final exam is called and through a session in BLACKBOARD or another tool made available by the Open University for this purpose, following the order indicated by the teacher.

All the sessions developed through Canvas (Virtual Classroom), including the exam, will be recorded, indicating this circumstance to the students and to verify the evidence of the development of the sessions, being absolutely prohibited the reproduction, diffusion and/or download of the same unless the express consent of the professor.

If the exam takes place (both in ordinary and extraordinary sessions) through Canvas (Virtual Classroom), all students must have both the camera and the audio connected, and the teacher must identify each student through his/her national identity card, passport or similar public document which contains a photograph of him/her, and will ask for his/her express consent for the recording of the exam session in order to prove his/her presence in the classroom, making sure that the privacy and image rights of the student are respected. During the development of the exam, the teacher may request at any time that the students are visible and therefore the student's web camera will be kept active for the entire duration of the exam and from the moment they enter the classroom at the

indicated time. During the course of the exam, the teacher may at any time ask any student to share a screen with the teacher.

HONORARY REGISTRATION

It is the exclusive faculty of the professor of this subject as recognition of excellence, to grant or not this distinction, according to the criteria of academic standards and provided that the student has demonstrated a special proactivity, mastery of the subject, ability to interact with other disciplines of the degree, autonomous research capacity, etc.

PLAGIARISM

In the present course and for all the formative activities that are developed in the same one, included the Examination, the tool TURNITIN is activated being applied, of being noticed similarities, the regulation of Evaluation of the University Francisco de Vitoria. Any fraud or plagiarism (*) on the part of the student in an evaluable activity will be sanctioned and will imply a 0 in the grade of that part of the subject, annulling the current call. This behavior, moreover, will be communicated to the Direction of the Career which will in turn communicate to the General Direction, following the Protocol established by the Universidad Francisco de Vitoria.

The student is referred to the reading of the University's Coexistence Regulations, paying special attention to infractions derived from plagiarism (*) and/or copying in exams that will be considered as a Serious Infraction according to Article 7 of said Regulations.

(*) "Plagiarism" is considered to be any type of copying of exam questions or exercises, work reports, practices, etc., either totally or partially, from work that is not the student's own, with the deception of making the teacher believe that it is his/her own.

IMPORTANT

In accordance with the provisions of article 8.4 of the Evaluation Regulations of the Universidad Francisco de Vitoria, students who register a subject for the second or successive times may choose between the ordinary system provided for in the Teaching Guide - in which case they must comply with all the requirements provided for in each case, including class attendance - or the alternative system provided for those students who, for justified reasons and with the authorization of the director of the degree, are exempt from attending class. The student must take advantage of one of the two options and request the corresponding authorization within five calendar days from the beginning of the term.

2. In accordance with the provisions of article 14 of the Evaluation Regulations of the Universidad Francisco de Vitoria, students, in any evaluation test, are obliged to observe the elementary rules regarding the authenticity of the exercise and privacy of the same. When a student has or uses illegitimate means in the celebration of an evaluation test, incurs in plagiarism, or unduly attributes to himself the authorship of academic works required for the evaluation, he will be marked with a numerical grade of zero, annulling any right that the present norms recognize, being able, likewise, to be object of sanction previous opening of disciplinary file. The teacher must warn the students of the academic and disciplinary consequences that may result from any act that contravenes the aforementioned rules, especially before the evaluation tests are taken. It is the teacher's obligation to provide the means to prevent fraud among students. The teacher who detects any type of fraud must inform the director of the degree who will act according to the procedure established for this purpose in the Regulations of Coexistence.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

Robbins, S. and Coulter, M. (2015); "Management"; Prentice Hall

Additional

Machine Platform Crowd: harnessing our digital future. Andrew McAfee, Erik Brynjolfsson