

Teaching guide

IDENTIFICATION DETAILS

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|--------------------------------------|---|---------------|------|
| Degree: | Business Analytics | | |
| Field of Knowledge: | Social and Legal Science | | |
| Faculty/School: | Law, Business and Governance | | |
| 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 | | |

| Teaching staff | E-mail |
|----------------------------|-----------------------|
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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 are presented. Consideration of the temporal evolution of this reality is taken as a first steps 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 the 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 previously taken by students such is

COURSE SYLLABUS

UNIT 1: BUSINESS CONCEPT.

- What is a company ?.
- How is a company born?
- The environment of the company.
- The stakeholders or interest groups in the company.
- Company structures.

UNIT 2: INTRODUCTION TO STRATEGIC MANAGEMENT.

- Identification of the Canvas business model.
- Concept and levels of the strategy.
- The creation of value as an objective of the company.
- The competitive advantage.
- The mission and strategic purpose.
- The strategic objectives and values of the company.
- Resources and capabilities.
- The social responsibility of the company
- Concept of business ethics.

UNIT 3: COMMERCIAL AREA: MARKETING AND SALES.

- Customer orientation.
- Marketing activity.
- Marketing objectives.
- Commercial activity.
- The control of sales.

UNIT 4: AREA OF PRODUCTION AND OPERATIONS.

- Product / service development.
- The production function.
- Procurement, logistics and stocks.
- Operating costs.
- Quality control.
- Research, development, and innovation.

UNIT 5: HUMAN RESOURCES AREA.

- The HR function.
- Detection, acquisition, and retention of talent.
- Labor management.
- Training, evaluation, and career plans.
- Company culture and work environment.
- Corporate Social Responsibility.

UNIT 6: FINANCIAL AREA:

- The financial information of the company.
- The budget as a control tool.
- Elements of analysis of patrimonial masses.
- The balanced scorecard.

UNIT 7: TECHNOLOGICAL AREA

- Technological processes in an organization.
- Adaptation to the new ICT.
- Control systems.

UNIT 8: MANAGEMENT AND DECISION SYSTEMS IN THE COMPANY.

- The communication.
- Leadership and motivation.
- Delegation.
- Adaptation to Change.
- The decision-making processes.

EDUCATION ACTIVITIES

The classes apply the theoretical-practical concept, in which learning about theoretical concepts is based on practical activities carried out by students, both individually and teamwork groups.

Student learning is aimed at receiving complete training in all areas of business reality, in which the following stand out:

- Training in business management techniques and tools, including the Organization and Administration of the Company.
- Cultural training that allows you to see the environment with a broad perspective of historical evolution.
- Training to promote teamwork, understood as a group of people who share an organization, a mission, a history, a set of objectives and expectations in common.
- The training for individual and professional development of the individual within the framework of a business organization. The following methodologies will be developed in the subject:

FLIPPED CLASSROOM: also called “flipped class”, which improves learning improving the teacher-student relationships and using class time for a better interaction with the theoretical content that students have previously worked on (which can be readings, videos, etc. .), adapting to the different learning pace of each student.

COOPERATIVE LEARNING: in which students will work together to achieve common goals and maximize their learning.

PROBLEM-BASED LEARNING: involves students actively by learning knowledge and skills through posing a complex problem or situation that is contextualized and reflects reality as well as possible.

LEARNING THROUGH SIMULATIONS: gamification allows students be placed on, on a real-basis scenario, in

which data analysis and decision-making is carried out on simulated movements of market behavior

EARLY PROFESSIONAL EXPERIENCE: The students organized in teams will act as consultants to solve challenges proposed by professionals of big companies. With this project the students will apply the contents of the subject and practice the competencies required to work and Business Analytics Consultant.

DISTRIBUTION OF WORK TIME

| CLASSROOM-BASED ACTIVITY | INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY |
|--|--|
| 60 hours | 90 hours |
| Face-to-face classes with teacher presentation 30h Workshops and debates 18h Tutored learning 2h Works 8h Exams 2h | Theoretical and practical study 60h Preparation of study cases and papers for discussion in class 20h Teamwork 10h |

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

Ethical commitment in the information society.

Recognition and respect for social and environmental issues.

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

Capacity for leadership and teamwork in the information society.

Capacity for communicating in a native or foreign language in the information society.

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

Capacity for autonomous learning in the information society.

Specific skills

Know how to identify and resolve real business problems through advanced data analysis and the selection of the correct techniques for decision-making.

Know and understand the fundamentals of the administration and management of businesses: organisation, planning, management oversight and the study of the functional areas of the business.

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%)

- Active participation in classroom activities and works: 10%.
- Group Final Project: 40%.
- Partial exams: 20%. Business Cases or Short Business situation with some problems or questions to solve.

2. Final Exam (30%): It will consist of a business case to be solved applying the course contents and practices. In case of passing the partial exams the students are not obliged to take the final exam. The average of the partial exams will be considered as the final exam grade to calculate the global score.

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.

STUDENTS ON EXTRAORDINARY CONVOCATIONS, ACADEMIC DISPENSE, ERASMUS OUT GOING OR LOW ATTENDANCE

Students who attend extraordinary calls, following the course on remote due to Erasmus or not having a sufficient attendance rate:

1. Individual final project: 60%
2. Final Exam: 40%

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 of Vitoria.

Plagiarism, as well as the use of illegitimate means in the evaluation tests, will be sanctioned in accordance with the provisions of the Evaluation Regulations and the University's Coexistence Regulations. 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.

IMPORTANT

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.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

Stephen P. Robbins, Mary Coulter. Management / 13th ed. Boston :Pearson,2015.

Bill Aulet. Disciplined Entrepreneurship Workbook [Recurso electrónico] / United States :Wiley,2017.

Additional

Erik Brynjolfsson, Andrew McAfee. The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies / WW NORTON & CO,2014.