

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Legal and Business Science		
Course:	BUSINESS ORGANIZATION AND MANAGEMENT II		
Type:	Compulsory	ECTS credits:	6
Year:	2	Code:	7124
Teaching period:	Third semester		
Area:	Business organisation		
Module:	General and strategic business administration		
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.

Definition of the concept of socio-economic-political system, company and businessman and its temporal evolution.

Definition of the company's environment and its consideration from both an external and internal perspective.

Definition and description of the functional areas of the company. Holistic vision of the company

Definition, description and operation of the constitutive systems of the company.

Definition, description, and operation of the main functional areas of the company: operations, marketing, and sales.

The subject can be divided into five parts:

The first part is an introduction and a conceptual base of the company in which the facts that characterize it as the socioeconomic-political reality that it is today are presented. The consideration of the temporal evolution of this reality is taken as a stirrup to begin to expose the main functions that make the company an important element of the referred socio-economic-political system, as is the directive function in the company, so united to the figure of the businessman. In both cases, the relationships that exist with anthropology are exposed as the basis for the behaviour of the businessman and his management style and the managerial function itself.

In the second part, the scope of the student's attention is broadened, directing it specifically to the company environment. The socio-economic-political reality that the company forms, it's move to an open socio-technical organization based on knowledge. In its essence, is the relationship with other socio-economic realities, some similar, which are what interest us in this subject, and others dissimilar that will be the core of other subjects of other modules of the Degree in Business Administration and Management. After defining what we understand by both internal and external environment, this concept is used as a basis to identify, in general terms, the market, and justify competitiveness as a mechanism for the evolution of the company in its environment in order to achieve its purpose, which is nothing but the maximization of wealth generation. Once this mechanism is defined, the Strategic Management is introduced as the business function that is responsible for the practical implementation of the necessary means to achieve it and the strategic macro functionalities of the company are analysed, which, later, in the subject Strategy and Structure of the Enterprise will be deepen.

In the third part the student is invited to delve into what the structure of the company means in its broad sense and in the implications that said structure has on the operation of the company itself. Given the point of view of this subject, the structure of the company is presented not only as what allows the designed strategy to work, but also what allows a holistic vision of the company (related to the design of the organization), pointing out the different possibilities that they exist when it comes to organic solutions (organization and company relations). The student learns that the socio-economic-political reality of the company induces the habitat where it lives and develops, and that given a certain environment, the company must adopt different organic forms to optimally adapt to said habitat and generate maximum wealth, the manager must choose the most appropriate structure based on the objectives of the company and in accordance with the ethical exercise of their profession.

In the fourth part, students are invited to delve a little into the most outstanding functional aspects of the company such as the governance of people, the culture of the company, the way in which decisions are made in the company and the standard way in which manager's puts management into practice: the company's management system. As is logical, each of the aspects constitutes the beginning of more specific subjects within the Degree in Business Administration and Management.

In the fifth part the student is invited to know the basic pillars of two of the fundamental areas of the company such as the operations area and the marketing-sales area. The approach to these areas is not the classic one - production and marketing-sales areas- but, following the common thread of the subject that was specified in the second part, the company is considered as an open socio-technical organization based on knowledge in which, all activities that are carried out are ordered to achieve the same end, reflected in the mission of the company. In this sense, operations and marketing-sales must be designed in such a way that they help to increase the generation of sustainable competitive advantage over time, which will ultimately allow the fulfilment of the objectives of the company itself as an organization of people.

GOAL

Familiarize the student with the operation of the different systems of the business organization and also with the content of the functional areas in the company as well as with the interrelationships between the different systems and functional areas in the company and with the environment so that the company meets its end.

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 its application to the company. Also 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 knowledge and the implications 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 everyone but for different reasons. Below is a look at the reality in which in any field are organizations that mediate between people and any function of society.

Therefore, the company is one of the elements of society and, like any organization, it must be designed with a specific objective and a specific mission, which means that it needs procedures, standards, and direction for its fulfilment. 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 basis for business administration today, the company is seen as a harmonious whole in which the whole 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 specific type: economic, which must produce goods and services for profit, although it is not the only thing it must generate. This need to generate a profit in its activity is what makes the company continuously look at the market, which in a first approximation, can be said to be its external environment. In this external perspective the emphasis is on planning and underlies a mechanical analogy.

However, the company is also made up of a group of people who have formal and informal relationships with each other and who make it impossible to understand the processes that occur in the company, they are the reason that the company is not just a technical function.

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

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 goal. In systems theory we talk about the technical system, the human system, the management system, the cultural system, and the political system of the company.

The structure is the arrangement and the relationships that exist between the different systems that make up the company in such a way that their performance maximizes the generation of wealth, which is the end of any company.

The operation of the company

Not every organization works like a business do. Companies have characteristic elements: an operational definition of the purpose of the company, including the satisfaction of the company's people, a definition of the activities necessary to achieve the purpose, including communication and motivation, and a way to implement the purpose of the company, instrumental techniques of operations, marketing, finance and employee training, among others. All the above must be directed, there must be a person responsible for the execution and coordination of the previous elements, who must also include them in the culture of the organization and maintain them updated over time.

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

The company is an open socio-technical organization based on knowledge, having an interdisciplinary nature. As the company is a unit, each one of its functional areas or systems is important, however there are two that use a greater number of resources for the company to fulfil its purpose: operations and marketing-sales. These systems are also the source of a remarkably high number of organizational capabilities, so business administration professionals need to know them well.

The socio-economic reality of the company needs to be analysed from various perspectives to differentiate the various stages of its development as part of the socio-economic-political-business system. This analysis begins in this subject from the first industrial revolution since it is the historical moment in which elements that persist today begin to be present in the company. Special attention is paid to the figure of the company manager / entrepreneur and the managerial function as it is one of the pillars of today's company and a figure to which our students are called. The company manager, as a person who represents the vision of the company and plans the actions that lead it to fulfil its mission, requires excellent theoretical and practical knowledge as well as a solid anthropology that supports their actions in accordance with ethics and the common good.

The company as an open technical organization based on knowledge that relates to its exterior and which 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 of it, its external environment. It is in the environment where the company establishes its relationships with other organizations of the same or different nature that are also present and that, together with the relationships they establish between them, form the market in a broad sense. The condition of possibility of continuity over time of the company is that it generates tangible benefits, however, the generation of other types of non-tangible benefits must be considered as part of the strategic planning of the company, although, equally important for the achievement of the end of the company. Both types of benefits are included in the concept of wealth.

In order the company to fulfil its purpose, the manager must attribute its specific goals to each functional unit and must continually review how 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 the stakeholders, and not just some, win, he/she will have implemented the virtuous circle in the company's actions. Without comparative knowledge of the various possible organizational structures in terms of ownership, organic form, and functionalities of each element of the organization, the company couldn't be viable.

The set of elements that make up the organization that is the company, its anatomy, has already been reviewed. The reality of the company is dynamic, so its operation can only be understood holistically, including the relationships between the parties and the explanation of its operation as a unit, the physiology of the company. It is from this holistic perspective that the company is analysed and the different subsystems of the organization are differentiated, which is like people, the way in which decisions are made, the way in which leadership is exercised or the way in which the company communicates with its stakeholders.

The holistic conception of the company implies that the whole that is the company requires the parts and the

relationships between them to achieve its objectives: without detailed knowledge of the parts it is impossible to design and build a viable and sustainable company in time. Two of the fundamental parts of any company are the one that manufactures products for sale in the market and the one that must determine which product the market will buy. The Operations area and the marketing area are critically analysed from different points of view with a view to their integration into the reality of the company.

PRIOR KNOWLEDGE

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

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

The training activities, as well as the distribution of working 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
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

To have developed the necessary skills to ensure problems are solved and goals are reached.

To have developed the necessary skills for effective organisation and planning in order to obtain improved business administration and management.

To develop oral and written communication skills in a native and foreign language.

To be able to learn autonomously and independently.

Specific skills

To develop criteria for problem-solving and decision-making both professionally and personally.

To be able to tie together all the functional areas of a company.

To identify and understand the technical vocabulary related to various disciplines.

To be totally familiar with the procedures and contents of university work tools: text commentary, analysis, summary and the preparation of a research project.

LEARNING RESULTS

Rigorously plan the actions necessary to achieve the objectives set.

Determines if the structure of an organization contains the functional and cultural resources essential to achieve its goals in the specific environmental conditions of the organization.

Use properly the technical vocabulary used in the various areas of the company.

Generate effective computer presentations.

Build teams in accordance with the achievement of the objectives set in accordance with the basic principles of ethics and social responsibility, knowing how to lead and resolve conflicts of interest that arise, generating synergies among motivated employees, serving society and obtaining profits doing that.

Generates an attitude of intellectual restlessness in search of the truth in all areas of life, increasing it thanks to the use of university work tools.

LEARNING APPRAISAL SYSTEM

Three evaluation systems will be established:

1. Standard evaluation criteria: for students who do not have an academic exemption, who are not in second or successive enrolments in the subject and who are not in extraordinary call.
2. Students with an academic exemption or who are in second or successive enrolments in the subject.
3. Extraordinary call.

Case 1: The standard evaluation criteria (for students who do not have an academic exemption, who are not in

second or subsequent enrolments in the subject and who are not in extraordinary call) are:

- Final exam: 50% (with a minimum grade of 5 out of 10 to pass it).
- Individual or group work: 40%
- Participation and attitude in class: 10%

Student absences from class will affect their grade in the sections "attitude and participation in class" and in the section "individual or group assignments" of the assignments that are delivered during the class student have not attended.

Students who do not submit all individual or group assignments will have their grade penalized in the "attitude and participation in class" section and in the "individual or group assignments" section.
In any case, the weight of the exam will remain 50%.

Case 2. Evaluation criteria for students with an academic exemption or who are in second or successive enrolments in the subject:

- Final exam: 65% (with a minimum grade of 5 out of 10 to pass it).
- Individual or group work: 35%

Students with academic exemption: regarding the teamwork, the students must contact the teacher to determine substitutive types of work and due dates in the semester. If they do not deliver these assignments, they will lose the 35% percentage corresponding to such assignments, and the exam will count in its corresponding percentage (65%).

Case 3. Evaluation criteria for extraordinary calls:

- Final exam: 65% (with a minimum grade of 5 out of 10 to pass it)
- Individual or group work: 35%

Students who are going to extraordinary call (with academic exemption or not): if these students attended at least 80% of the classes and delivered all the corresponding works during the course, these works will have a final weight in the final grade of 35%. If student consider unable to deliver its class works, they must contact at the beginning of the course with the teacher to determine the substitutive types of work to deliver and its due dates.

The exams will be carried out presential as long as the health situation allows it and may be modified in order to comply with the indications given by the health authorities. In any case, the evaluation system will be maintained in case of confinement.

Every student will be able to know in the review of exams, the score obtained in each of the components of its grade.

All the tests susceptible of evaluation will be subject to what is established in the UFV Evaluation Regulations.

All undergraduate students will be subject to the university coexistence regulations, with special attention to infringements due to plagiarism and / or copying in exams, which will be considered serious according to number 7 of mentioned regulations.

To ensure meaningful learning on the part of the student, the deadlines for the proposed activities, individual and group assignments will be scrupulously respected.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

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Stephen P. Robbins and Mary Coulter (2016): Management. Ed. Pirámide, 13th Edition. Pearson

SUAREZ, A. (2006); Curso de economía de la empresa. Ed. Pirámide, Madrid

Additional

Carlos Rey, Miquel Bastons, Phil Sotok: "Purpose-driven Organizations. Management Ideas for a Better World" Palgrave Macmillan. 2019

KOTLER,LANE (2006); Marketing management. Pearson Prentice Hall. Usa

Mee-Yan Cheung-Judge and Linda Holbeche: "Organization Development" 2nd Edition. Kogan Page Ltd, 2015

Students can get access the UFV electronic book platform through the Virtual Classroom, following the link:
https://elibro.net/es/lc/ufv/login_usuario/?next=/es/lc/ufv/inicio.

In order to register, students have to enter through the Virtual Classroom - Library - elibro. Once inside, they can register and enter the platform.