

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Law, Business and Governance		
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:	Spanish/English		
Total number of student study hours:	150		

SUBJECT DESCRIPTION

This course can be broadly divided into five parts.

The first part provides an introduction and conceptual framework for understanding the enterprise as a socio-economic-political entity in today's world. It examines the temporal evolution of this reality and its implications for the key functions that make the enterprise a crucial element within the socio-economic-political system. Emphasis is placed on the role of managerial leadership and the entrepreneur in shaping these functions. The connections between anthropology and the behavior of entrepreneurs, managerial styles, and leadership are also explored.

The second part expands the student's focus to the environment in which the enterprise operates. It recognizes the enterprise as an open socio-technical organization rooted in knowledge, emphasizing its interactions with other socio-economic entities, both similar and dissimilar. The latter will be explored in other courses within the Business Administration and Management degree program. After defining the internal and external environments, the concept is used as a foundation to identify the market and justify competitiveness as a mechanism for the enterprise's

evolution within its environment. This evolution is driven by the pursuit of its ultimate goal: wealth maximization. Strategic Management is introduced as the managerial function responsible for implementing the necessary means to achieve this goal. The macro-strategic functionalities of the enterprise are analyzed and further explored in the course "Strategy and Structure of the Enterprise".

The third part delves deeper into the concept of enterprise structure in its broad sense and its implications for the enterprise's functioning. From the perspective of this course, enterprise structure is presented not only as a facilitator of strategy implementation but also as a holistic view of the enterprise (related to organizational design). The various organizational solutions (organization and inter-enterprise relationships) are examined. Students learn that the socio-economic-political reality of the enterprise shapes its habitat and development. Given a particular environment, the enterprise must adopt different organizational forms to optimally adapt to that environment and generate maximum wealth. The manager must select the most appropriate structure based on the enterprise's objectives and in accordance with the ethical exercise of their profession.

The fourth part invites students to explore the most prominent functional aspects of the enterprise, including corporate governance, enterprise culture, decision-making processes, and the formal manner in which the manager implements their management: the enterprise's management system. Each of these aspects serves as an introduction to more specific courses within the Business Administration and Management degree program.

The fifth part introduces students to the fundamental pillars of two critical areas of the enterprise: operations and marketing-sales. The approach to these areas deviates from the traditional focus on production and sales. Instead, aligning with the overarching theme of the course, the enterprise is viewed as an open socio-technical organization based on knowledge, where all activities are orchestrated towards achieving a common goal, as embodied in the enterprise's mission. In this context, operations and marketing must be designed to enhance the creation of sustainable competitive advantage over time, ultimately enabling the fulfillment of the enterprise's objectives as an organization of individuals.

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.

DISTRIBUTION OF WORK TIME

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