

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:	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.

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.

GOAL

This course aims to equip students with a comprehensive understanding of the operational aspects of various organizational systems within the enterprise, as well as the content of functional areas. Students will gain insights into the interrelationships between these systems and functional areas, as well as the enterprise's external environment. This knowledge will enable students to appreciate how these elements contribute to the fulfillment of the enterprise's objectives. The course emphasizes identifying sources of wealth for the enterprise, extending beyond tangible assets to encompass the intangible value of human capital.

Students will develop an understanding of competitiveness in the context of the enterprise, its role in generating value for stakeholders, and the concept of the 'virtuous circle' within the enterprise.

They will also explore the enterprise model as an open socio-technical organization rooted in knowledge, examining its implications for various business areas, including management, leadership skills, and the enterprise's mission.

Fundamentals of Organization and Business Administration

The course begins by defining an organization as a group of individuals working collaboratively to achieve common goals, albeit with differing motivations. It then presents an overview of the pervasive role of organizations in mediating between individuals and societal functions across various spheres. The enterprise, as one such element

of society, must be designed with a specific objective and a clearly defined mission. This necessitates the establishment of procedures, norms, and leadership to ensure the fulfillment of these objectives. Among the various organizational forms that an enterprise can adopt, the course focuses on the systemic approach, as it serves as the foundation for modern business administration. The enterprise is viewed as a harmonious whole, where the sum of its parts is greater than the individual components due to the synergies generated.

The Enterprise and Its Internal and External Environment

The enterprise is a unique type of organization: an economic entity tasked with producing goods and services for profit, although this is not its sole objective. This inherent drive for profit compels the enterprise to continuously monitor the market, which can be initially considered its external environment. In this external perspective, emphasis is placed on planning, drawing an analogy to a mechanical system. However, the enterprise also comprises a group of individuals with both formal and informal relationships, which render the enterprise more than just a technical function. These human interactions complicate the understanding of organizational processes.

The Enterprise Structure: An Open Socio-Technical Organization Based on Knowledge

Precisely because the enterprise is composed of individuals, an organization, it requires various functional areas to achieve its objectives. Systems theory identifies the technical system, the human system, the management system, the cultural system, and the political system of the enterprise. The structure refers to the arrangement and relationships between these different systems within the enterprise, designed to maximize wealth generation, which is the ultimate goal of any enterprise.

The Functioning of the Enterprise

Not every organization operates like an enterprise. Enterprises possess distinctive characteristics: an operational definition of the enterprise's purpose, including the satisfaction of its employees; a definition of the activities necessary to achieve that purpose, encompassing communication and motivation; and a method for implementing the enterprise's purpose, including instrumental techniques of operations, marketing, finance, and employee training. All these elements require direction and coordination, overseen by a responsible individual who must integrate them into the organization's culture and ensure their sustainability over time.

Functional Areas of the Enterprise: Operations and Marketing-Sales

The enterprise is an open socio-technical organization rooted in knowledge, characterized by its interdisciplinary nature. As a cohesive unit, each of the enterprise's functional areas or systems is crucial. However, two areas, operations and marketing-sales, consume a significant portion of resources to enable the enterprise to fulfill its objectives. These systems also give rise to a substantial number of organizational capabilities, making them essential for effective business administration.

The socio-economic reality of the enterprise necessitates analysis from various perspectives to differentiate the stages of its development within the socio-economic-political-enterprise system. This analysis begins in this course from the first industrial revolution onwards, as it marks the historical point at which elements that persist in today's enterprises emerge. Particular attention is paid to the figure of the enterprise manager/entrepreneur and the managerial function, as they are cornerstones of modern enterprises and represent roles to which our students aspire. The enterprise manager, as the individual who embodies the enterprise's vision and plans the actions that lead to the fulfillment of its mission, requires exceptional theoretical and practical knowledge, as well as a solid anthropological foundation that guides their actions in accordance with ethics and the common good.

The enterprise, as an open socio-technical organization based on knowledge, interacts with its external environment, including suppliers, customers, shareholders, and employees (its stakeholders). This interaction necessitates consideration of the organization's boundaries (internal environment) and, by extension, what lies outside it, its external environment. It is within this environment that the enterprise establishes relationships with other organizations of similar or different nature, which, along with the relationships they establish among themselves, form the market in the broader sense. The precondition for the enterprise's continued existence is the generation of tangible profits. However, the strategic planning of the enterprise must also consider the generation of intangible benefits, which are equally important for achieving the enterprise's objectives. Both types of benefits are encompassed within the concept of wealth.

To enable the enterprise to fulfill its objectives, the manager must assign specific goals to each functional unit and continuously review the practical means of achieving them. If the manager succeeds in designing and fostering a corporate culture in which all stakeholders, not just some, benefit when one stakeholder gains, they will have implemented the virtuous circle in the enterprise's operations. Without a comparative understanding of the various possible organizational structures in terms of ownership, organizational form, and functionalities of each organizational element, the enterprise may not be viable.

The set of elements that comprise the organization, the enterprise's anatomy, has already been reviewed. The reality of the enterprise is dynamic, and its functioning can only be understood holistically, including the relationships between the parts and the explanation of its operation as a unit, the enterprise's physiology. It is from this holistic perspective that the enterprise is analyzed, and the different subsystems of the organization are distinguished, such as the people, the decision-making process, the exercise of leadership, and the way the enterprise communicates with its stakeholders.

The holistic conception of the enterprise implies that the whole, which is the enterprise, requires its 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 enterprise over time. Two of the fundamental parts of any enterprise are those that manufacture products for sale in the market and those that determine which products the market will purchase. The operations and marketing areas are critically analyzed from different perspectives in terms of their integration into the enterprise's reality.

PRIOR KNOWLEDGE

The course content complements the previously studied course, Organization and Business Administration I.

COURSE SYLLABUS

Module 1: Enterprise´s concept

- What is a Business?
- The Birth of a Business
- The Business Environment
- Stakeholders in a Business
- Business Structures

Module 2: Introduction to Strategic Management

- Identifying the Business Model Canvas
- Concept and Levels of Strategy
- Value Creation as a Business
- Objective Competitive Advantage
- Mission and Strategic Purpose
- Strategic Objectives and Corporate Values
- Resources and Capabilities
- Corporate Social Responsibility
- Business Ethics

Module 3: Marketing and Sales

- Customer Orientation
- Marketing Activities
- Marketing Objectives
- Sales Activities
- Sales Control

Module 4: Production and Operations

- Product/Service Development
- The Production Function Procurement, Logistics, and Inventory
- Operating Costs
- Quality Control Research, Development, and Innovation

Module 5: Human Resources

- The HR Function
- Talent Acquisition, Retention, and Development
- Labor Management

- Training, Evaluation, and Career Planning
- Corporate Culture and Work Environment
- Corporate Social Responsibility

Module 6: Finance

- Financial Information of the Enterprise
- The Budget as a Control Tool
- Elements of Financial Statement Analysis
- Management Dashboards

Module 7: Technology

- Technological Processes in an Organization
- Adapting to New ICT
- Control Systems

Module 8: Management and Decision-Making Systems in the Enterprise

- Communication
- Leadership and Motivation
- Delegation
- Adaptation to Change
- Decision-Making Processes

EDUCATION ACTIVITIES

The course adopts a theoretical-practical approach, where the learning of theoretical concepts is solidified through practical activities undertaken by students, both individually and in teamwork.

Student learning is geared towards receiving comprehensive training in all aspects of business reality, emphasizing:

- Training in business management techniques and tools, including Organization and Business Administration.
- Cultural training that enables students to view the environment with a broad historical perspective.
- Training to foster teamwork, understood as a group of individuals who share an organization, a mission, a history, a set of common goals, and expectations.
- Training for individual and professional development of the individual within the framework of a business organization.

The following methodologies will be employed in the course:

FLIPPED CLASSROOM: Also known as the "inverted classroom," this approach enhances the learning experience in the teacher-student relationship and utilizes class time for better professional interaction on theoretical content that students have previously studied (which may include readings, videos, etc.), adapting to the different learning paces of each student.

COOPERATIVE LEARNING: In this approach, students work together to achieve common goals and maximize their learning.

PROBLEM-BASED LEARNING: CASE STUDY METHOD: This methodology actively engages students by teaching them knowledge and skills through the presentation of a complex, contextualized problem or situation that best reflects reality.

SIMULATION-BASED LEARNING: Gamification allows students to experience a real-world scenario where data analysis and decision-making are carried out based on simulated market behavior movements.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM
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	ACTIVITY
60 hours	90 hours
<ul style="list-style-type: none"> • Face-to-face classes with presentation by the teacher 30h • Workshops and debates 18h • Tutored learning 2h • Class works 8h • Exams 2h 	<ul style="list-style-type: none"> • Theoretical and practical study 60h • Preparation of 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

Plan rigorously the actions necessary to achieve the objectives set.

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

Properly uses the technical vocabulary used in the various areas of the company. Generate effective computer presentations.

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 between motivating employees, serving society and obtaining benefits.

It 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 assessment systems will be implemented:

- 1 Standard Assessment Criteria: For students who do not have an academic exemption, are not in their second or subsequent enrollment in the course, and are not taking the extraordinary exam.
- 2 Students with an Academic Exemption or in their Second or Subsequent Enrollment in the Course
- 3 Extraordinary call

Case 1: Standard Assessment Criteria

Final Exam: 55% (minimum passing grade of 5 out of 10).

Individual or Group Assignments: 40%.

Class Participation and Attitude: 5%.

Absences from class will affect the student's grade in the "Class Attitude and Participation" section and in the "Individual or Group Assignments" section of assignments handed in during the missed class. Students who do not submit all individual or group assignments will have their grade penalized in the "Class Attitude and Participation" section and in the "Individual or Group Assignments" section.

In any case, the weight of the exam will remain at 55%.

Case 2: Assessment Criteria for Students with an Academic Exemption or in their Second or Subsequent Enrollment in the Course

Final Exam: 65% (minimum passing grade of 5 out of 10).

Individual or Group Assignments: 35%.

Students with an academic exemption: Regarding assignments, students must contact the professor to determine the types of assignments and deadlines for the semester. If they do not submit these assignments, they will lose the

35% corresponding to assignments, and the exam will count for its corresponding percentage (65%).

Case 3: Assessment Criteria for Extraordinary Calls

Final Exam: 65% (minimum passing grade of 5 out of 10).

Individual or Group Assignments: 35%.

Students taking the extraordinary exam (with or without academic exemption): If these students attended at least 80% of the classes and submitted the corresponding assignments during the course, these assignments will have a final weight of 35% in the final grade. Otherwise, they must contact the instructor to determine the types of assignments to be submitted and the deadlines.

All exams will be conducted in person.

Students may review their grades and see the score obtained in each component of the grade.

All assessable tests will be subject to the provisions of the UFV Assessment Regulations.

Plagiarism and the use of illegitimate means in assessment tests will be sanctioned in accordance with the provisions of the University's Assessment Regulations and Coexistence Regulations.

To ensure meaningful learning for students, the deadlines for submitting the proposed activities, individual and group assignments, will be strictly adhered to.

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

Robbins, S. P.; Coulter, M. Management. Global Edition 15