COURSE DESCRIPTION

BUSINESS MANAGEMENT AND ORGANIZATION I
2ND YEAR | 1ST SEMESTER
DEGREE (S) BUSINESS MANAGEMENT
MODALITY: IN-CLASS TEACHING
ACADEMIC YEAR 2018/2019
SCHOOL OF BUSINESS AND ECONOMICS
1. SUBJECT IDENTIFICATION

1.- COURSE/SUBJECT:

Name: Business Management and Organization I  
Code: b201  
Year (s) course is taught: 2\textsuperscript{nd}  
Semester (s) when the course is taught: 3\textsuperscript{rd}  
Type: Compulsory Subject  
ECTS of the course: 6  
Hours ECTS: 30  
Language: English  
Modality: in-class teaching  
Degree (s) in which the course is taught: Business Management  
School which the course is taught: School of Business and Economics  

2.- ORGANIZATION OF THE COURSE:

Department: Business Economics  
Area of knowledge: Business Management  

2. LECTURERS OF THE SUBJECT

1.-LECTURERS:

<table>
<thead>
<tr>
<th>Responsible of the Course</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Cristina Isabel Masa Lorenzo</td>
</tr>
<tr>
<td>Phone (ext):</td>
<td>Tfno.: 914566300 Ext 15471</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:cmasalor@ceu.es">cmasalor@ceu.es</a></td>
</tr>
<tr>
<td>Office:</td>
<td>1.08B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lecturer(s)</th>
<th>CONTACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Manuel M. Molina López</td>
</tr>
<tr>
<td>Phone (ext):</td>
<td>Tfno.: 914566300 Ext 15472</td>
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<tr>
<td>Email:</td>
<td><a href="mailto:manuelmaria.molinalopez@ceu.es">manuelmaria.molinalopez@ceu.es</a></td>
</tr>
<tr>
<td>Office:</td>
<td>1.08B</td>
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2.- TUTORIALS:

For any queries students can contact lecturers by e-mail, phone or visiting their office during the teacher’s tutorial times published on the students’ Virtual Campus.
3. COURSE DESCRIPTION

In the part relative to Theory of Production, factors that are part of the production process are studied, as well as the existing types of processes. The function of economic and business production is studied by analysing its elements and its dimension.

The part called Theory of Organization will make a special emphasis on the concepts, function, systems and types of organization. The main schools of organizational behaviour will be briefly detailed. Then, it delves into the study of organizational structures and, finally, how to manage organizational change.

4. COMPETENCIES

1.- COMPETENCIES

<table>
<thead>
<tr>
<th>BASIC SKILLS</th>
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<tbody>
<tr>
<td>BS1</td>
<td>Students should have demonstrated that they have gained knowledge of and understand an area of study at a level beyond secondary education that, even though based on advanced text books, it also includes aspects that are acquired from knowledge deriving from the state-of-the-art of the field of study.</td>
</tr>
<tr>
<td>BS2</td>
<td>Students should know how to apply their knowledge to their work or vocation in a professional manner and should have the skills that are usually demonstrated by compiling and defending arguments and resolving problems within their area of study.</td>
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<tr>
<td>BS3</td>
<td>Students should have the capacity to collect and interpret relevant data (usually within their area of study) to form opinions based on reflection on relevant topics of a social, scientific or ethical nature.</td>
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<table>
<thead>
<tr>
<th>GENERAL SKILLS</th>
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<tbody>
<tr>
<td>GS1</td>
<td>Capacity for analytical and critical thinking</td>
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<table>
<thead>
<tr>
<th>SPECIFIC SKILLS</th>
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<tbody>
<tr>
<td>SS2</td>
<td>Capacity to identify, formulate and resolve problems, applying professional criteria and understanding the competitive and institutional position of the organization, identifying its strengths and weaknesses.</td>
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<tr>
<td>SS3</td>
<td>Capacity to manage a company efficiently in terms of time, motivation, behavior and handling of changes in order to adapt to the business environment.</td>
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<tr>
<td>SS4</td>
<td>Capacity of critical analysis in quantitative and qualitative terms, including data analysis, interpretation and extrapolation to a given business reality.</td>
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2.- LEARNING OUTCOMES:

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<tbody>
<tr>
<td>Knowing the main production process and identifying its main characteristics.</td>
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<tr>
<td>Design of the economic and business function (primal and dual), performing the calculations for the optimal solution (in physical and monetary units).</td>
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<tr>
<td>Identify the different organizational structures of the company, as well as systems and types of organizations.</td>
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</table>
Determine if there is an organizational change, as well as identifying its triggers and its agent of change.

## 5. LEARNING ACTIVITIES

### 1.- DISTRIBUTION OF STUDENTS’ ASSIGNMENT:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>On-campus hours</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EA1</td>
<td>AF1 Lecture</td>
<td>2</td>
</tr>
<tr>
<td>EA2</td>
<td>AF2 Seminar</td>
<td>53</td>
</tr>
<tr>
<td>EA4</td>
<td>AF4 Practice</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL Presence Hours</strong></td>
<td>60</td>
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<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Not on-campus hours</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EA0</td>
<td>Independent work</td>
<td>120</td>
</tr>
</tbody>
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### 1.- DESCRIPTION OF STUDENTS’ ASSIGNMENT:

<table>
<thead>
<tr>
<th>Educational Activity</th>
<th>DEFINITION</th>
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<tbody>
<tr>
<td>Independent Work (EA0)</td>
<td>Educational activity whereby students independently manage their own learning by the study of the course material.</td>
</tr>
<tr>
<td>Lecture (EA1)</td>
<td>Educational activity focused especially on the competence of the students to acquire the basic knowledge of the field of Economic Science and its interrelation as well as basic knowledge of the disciplines related to Economics, both from a theoretical and applied point of view. Priority is given to the transmission of knowledge by the professor, requiring of the student prior preparation or subsequent study.</td>
</tr>
<tr>
<td>Seminar (EA2)</td>
<td>Educational activity focused especially on the competence of the students to develop the learning skills enabling them to assimilate content acquired beforehand, while relating economic concepts and those of similar and/or auxiliary disciplines and different theoretical and methodological approaches. Students study each subject in depth to a large extent independently. This educational activity is also centered on encouraging students to acquire the skills necessary to communicate their conclusions – and the understanding and underlying reasons supporting them – to both the specialist and non-specialist public clearly and unequivocally. Priority is given to the participation of students and their sharing of the reasoned interpretation of knowledge and the sources of their fields of study, all of which is coordinated by the professor.</td>
</tr>
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Practice (EA4)

Educational activity focused especially on the competence of the students to collect, manipulate and process relevant data and variables for economic, statistical, financial, accounting and tax analyses. Priority is placed on students undertaking activities that involve the application of theoretical and/or technical knowledge acquired, which may be done individually or in a group, depending on the subject and the skills to be acquired.

6. ASSESSMENT OF LEARNING

1.- CLASS ATTENDANCE:

In order to be eligible for examination by continuous assessment students must attend at least 75% of scheduled classes (attendance sheets will be used). As students may be absent 25% of the classes, no attenuating circumstances will be accepted for absences.

2.- ASSESSMENT SYSTEM AND CRITERIA:

<table>
<thead>
<tr>
<th>Code</th>
<th>Name</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>AS3</td>
<td>Written Exam with reasoning questions</td>
<td>50%</td>
</tr>
<tr>
<td>AS4</td>
<td>Written exam with exercises, problems, study cases, etc.</td>
<td>30%</td>
</tr>
<tr>
<td>AS7</td>
<td>Team work</td>
<td>20%</td>
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3.-DESCRIPTION OF ASSESSMENT CRITERIA:

ORDINARY EVALUATION. CONTINUOUS ASSESSMENT:

The final ordinary grade is calculated as follows:

- Continuous Assessment (50% of the final grade):
  - Practical case applied to the production block: the resolution of practical cases, along with reasoning questions, will be performed. The value will be a 30% of the final grade.
  - Group practice applying the Case Method technique (20% of the final grade). For that purpose, students will elaborate a project about a real company that will be related to the Organizational Theory units. The company will be assigned by the Lecturer. Students will use the material provided by the Teaching Unit. The project will be done and presented in groups.

- Final test (50% of the final grade): the realization of a global theoretical-practical case, which encompasses all the knowledge of the subject, will be performed. In order for the grade obtained by the student in the continuous assessment to be taken into consideration, the student must obtain a minimum score of 4 points out of a total of 10 in the final test.

EXTRAORDINARY EVALUATION:
Students who do not pass the subject in the Ordinary Call must attend the Extraordinary Call exam, which will consist of a global study case that will cover all the units.

The rating of the extraordinary call exam will be out of 80%. The mark obtain in the Theory of Organization project will still represent the 20% of the final grade.

The student who has not presented the Work about the Theory of Organization can present it on the day of the examination of the Extraordinary Convocation, just if he or she has previously contacted his teacher before the end of the second semester classes. The teacher will communicate what the Work on Organization Theory consists on for this Call, as established by the Teaching Unit.

As the schedule of the activities or face-to-face tests (exams, practices, exercises, work, presentations, etc.) has been established in advance, and in order to guarantee fairness among all students, tests will not be repeated, except for reasons of force majeure.

7. COURSE PROGRAMME

1.- COURSE PROGRAMME:

THEORETICAL PROGRAMME:

Unit 1. EFFECTIVENESS AND EFFICIENCY IN THE FACTOR PROCESS COMBINATION
- 1.1 Introduction
- 1.2. Dimensions in the process factor combination
  - 1.2.1 Technical dimension
  - 1.2.2 Economic Dimension
  - 1.2.3 Organizational dimension
  - 1.2.4 Dimension of Human Resources

PART I. THEORY OF ORGANIZATION

Unit 2. ORGANIZATION THEORY: INTRODUCTION
- 2.1. Organization Theory: an interdisciplinary scientific system
- 2.2. Business organization: concept, function and principles
- 2.3. Systems and types of organization

Unit 3. EVOLUTION OF THE ORGANIZATION THEORY
- 3.1. Evolution of organizational thinking: basic classifications
- 3.2. Classical theories: administrative and behavioral approaches
- 3.3. Quantitative and Decision theories
- 3.4. Systems theories, situational and new approaches

Unit 4. ORGANIZATIONS DESIGN
- 4.1. Concept, design and structure components
- 4.2. Classic organizational structures
- 4.3. Modern organizational structures

Unit 5. THE ORGANIZATIONAL CHANGE IN THE COMPANY
- 5.1. Organizational Change: concept and types
5.2. Causes of the Organizational Change  
5.3. Organizational Change Agent  
5.4. Organizational Change Process  
5.5. Resistance to Organizational Change

**PART II. THEORY OF PRODUCTION**

Unit 6. INTRODUCTION TO PRODUCTION

- 6.1 Production Factors: elementary and business  
- 6.2 Production function and production process  
- 6.3 Typology of production processes

Unit 7. THE BUSINESS-ECONOMICAL PRODUCTION FUNCTION

- 7.1 Approach to the production function.  
- 7.2 Elements of the production function.  
- 7.3 Dimension of production function.

Unit 8. ECONOMIC CALCULATION WITH THE PRODUCTION FUNCTION

- 8.1. The simplex method.  
- 8.2. Optimal solution in physical and monetary units.  
- 8.3. Idle resources.  
- 8.4. Marginal returns.  
- 8.5. Sensitivity analysis.  

Unit 9. MAINTAINANCE MANAGEMENT

- 9.1. Strategic Importance of Maintenance and Reliability.  
- 9.2. Emergency, Corrective or Hazardous Maintenance.  
- 9.3. Preventive maintenance program.  
- 9.4. Total Productive Maintenance.  
- 9.5. Reliability.

**PRACTICAL PROGRAMME:**

Study Cases, comments and discussion of readings and articles based on each of each of the units that cover the program will be made.

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**8. RECOMMENDED READING**

**1.- ESSENTIAL BIBLIOGRAPHY:**

### 2.- ADDITIONAL BIBLIOGRAPHY:


### 4.- WEB RESOURCES :

- Fortune: [www.fortune.com](http://www.fortune.com)
- The Economist: [www.economist.com](http://www.economist.com) (subscription)
- The Wall Street Journal: [www.wsj.com](http://www.wsj.com)
- Production and operations society, [http://www.poms.org](http://www.poms.org)

### 9. ATTITUDE IN THE CLASSROOM

#### 1.- REGULATIONS

Any irregular act of academic integrity (no reference to cited sources, plagiarism of work or inappropriate use of prohibited information during examinations) or signing the attendance sheet for fellow students not present in class will result in the student not being eligible for continuous assessment and possibly being penalized according to the University regulations.