

Academic Year: ( 2024 / 2025 )

Review date: 01-04-2024

Department assigned to the subject: Business Administration Department

Coordinating teacher: DEUSCHEL , TILL NICOLAS

Type: Basic Core ECTS Credits : 6.0

Year : 1 Semester : 1

Branch of knowledge: Social Sciences and Law

## REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

There are no pre-requisites for this subject.

## OBJECTIVES

The student will be able to:

- Understand the basic functional areas of the firm.
- Understand basic elements of the firm's competitive environment.
- Understand the importance of planning and use basic planning and control tools.
- Understand the importance of financing and investment decisions and use basic finance tools.
- Understand the differences among the main production management systems.
- Understand the scope of marketing and its importance for a firm's success.

## DESCRIPTION OF CONTENTS: PROGRAMME

Compulsory course materials include not only the contents of the lectures and practical sessions, but also the chapters of the reference books that are indicated for each topic. Moreover, students will be expected to have a knowledge of the economic, political and social context in accordance with their status of university students, based on the press or other information media.

### PART I. INTRODUCTION

1. The current business environment
  - 1.1. Globalization
  - 1.2. Digitalization
  - 1.3. Diversity
  - 1.4. Sustainability
2. Corporate social responsibility
  - 2.1. Towards shareholders
  - 2.2. Towards clients
  - 2.3. Towards employees
  - 2.4. Towards lenders
  - 2.5. Environmental responsibility

Readings:

Madura (2010), Chapter 2.

### PART II. FIRM STRATEGY

3. General strategy
  - 3.1. Industry analysis
  - 3.2. Internal analysis: resources and capabilities
  - 3.3. Business strategies

- 3.4. Corporate strategies
- 3.5. Decision trees: Graphical representation and problem solving.

Readings:

Dess and Lumpkin (2003), Chapters 3, 5 and 6.  
Mateos (2006), Chapters 5 and 6.

- 4. Marketing strategy
  - 4.1. Identifying the target market
  - 4.2. Positioning
  - 4.3. Consumer behavior

Readings:

Maynar, Bañegil and Galera (2007), Chapter 9.

- 5. Production strategies
  - 5.1. Production concepts
    - Break-even point and operational leverage
    - Productivity and costs
    - Economies of scale
    - Costs and benefits of inventories
    - Flexibility
  - 5.2. Production strategies
    - Mass production
    - Flexible production
    - Just in time production
  - 5.3. Project management: PERT diagram.

Readings:

Maynar, Bañegil and Galera (2007), Chapter 7.

## PART III. FINANCIAL MANAGEMENT

- 6. Financial analysis
  - 6.1. Accounting information: financial information in the balance sheet and income statement.
  - 6.2. Economic and financial analysis of the firm
    - Accounting ratios
    - Economic and financial return.
    - Leverage: operational, financial and total.
    - Working capital
    - Production to invoice lead time

Readings:

Madura (2010), Chapter 15.  
Maynar, Bañegil and Galera (2007), Chapter 5.

- 7. Investment decisions
  - 7.1. Characterizing an investment project
  - 7.2. Payback
  - 7.3. The time value of money
  - 7.4. Net present value and internal rate of return

Readings:

Maynar, Bañegil and Galera (2007), Chapter 6.  
Madura (2010), Chapter 17.

- 8. Financing
  - 8.1. Debt financing
  - 8.2. Equity financing
  - 8.3. Capital structure

Readings:

Maynar, Bañegil and Galera (2007), Chapter 6.

## PART IV. ORGANIZATION AND HUMAN RESOURCE MANAGEMENT

### 9. Organizational structure

#### 9.1. Elements of structure

- Chain of command
- Scope of control
- Line and staff

#### 9.2. Horizontal and vertical coordination

#### 9.3. Departmentation criteria

#### 9.4. Types of structures

- Functional
- Multidivisional
- Matrix
- Horizontal
- Modular

#### Readings:

Madura (2010), Chapter 8.

Mateos (2006), Chapter 9.

Daft, Murphy and Willmott (2017), Chapter 4.

### 10. Human resource management

#### 10.1. Internal labor markets

#### 10.2. High performance work practices

#### 10.3. Externalization

#### 10.4. The role of the legal framework

## PART V. PRODUCTION MANAGEMENT

### 11. Production decisions

#### 11.1. Location

#### 11.2. Capacity

#### 11.3. Plant layout

#### Readings:

Maynar, Bañegil and Galera (2007), Chapter 7.

### 12. Production control

#### 12.1. Productivity control

#### 12.2. Quality control

#### 12.3. Inventory control

#### Readings:

Maynar, Bañegil and Galera (2007), Chapter 8.

## PART VI. MARKETING DECISIONS

### 13. Product and price

#### 13.1. Product attributes

#### 13.2. Price setting

#### Readings:

Madura (2010), Chapter 12.

Maynar, Bañegil and Galera (2007), Chapter 10.

### 14. Product distribution and promotion

#### 14.1. Distribution

- Distribution channels: direct, one level, several levels
- Market coverage: intensive, selective and exclusive distribution
- Characteristics of retailers
- Services of wholesalers

- 14.2. Promotion
- Advertising
  - Personal sale
  - Sales promotion
  - Social networks

Readings:

Madura (2010), Chapters 13 and 14.

Maynar, Bañegil and Galera (2007), Chapter 10.

## LEARNING ACTIVITIES AND METHODOLOGY

Every week there will be a theory session (in a large group) and a practical session (in a small group). Students must study the contents of each theory session after the session takes place. Exercises and cases must be solved before the corresponding practical sessions. Practical sessions will be devoted to discuss and provide solutions to the exercises that students will have previously worked at. There will also be weekly office hours which will be scheduled by each professor at the beginning of the term.

## ASSESSMENT SYSTEM

<b>% end-of-term-examination:</b>	50
<b>% of continuous assessment (assignments, laboratory, practicals...):</b>	50

The final grade will be the weighted sum of two partial exams (each counting 20%), weekly assignments (10%) and a final exam (worth 50%).

The compulsory materials for all exams include not only the contents of the lectures and practical sessions, but also the chapters of the reference books that are indicated for each topic. Moreover, students will be expected to have a knowledge of the economic, political and social context in accordance with their status of university students, based on the press or other information media.

An absence in any of the partial exams will imply a grade equal to zero in that exam except in case of a medical cause. In that case, the student will have to provide a medical certificate stating that on the day of the exam his health made it impossible to take an exam in normal conditions.

The final grade will be the weighted average across all different grading components. The course is passed if the overall grade equals at least a 5.0 or is above.

## BASIC BIBLIOGRAPHY

- Madura, Jeff Introduction to Business. , Thomson - 4th edition, 2007
- Maynar, Pilar; Bañegil, Tomás; y Galera, Clementina La Economía de la Empresa en el Espacio de Educación Superior, McGraw-Hill, 2007

## ADDITIONAL BIBLIOGRAPHY

- Daft, Richard L., Jonathan Murphy, Hugh Willmott. Organization Theory and Design: An International Perspective, Cengage Learning, 2017
- Dess, Gregory G., y G. T. (Tom) Lumpkin Dirección estratégica, McGraw-Hill, 2003
- Mateos, Petra (ed.) Dirección y objetivos de la empresa actual, Editorial Centro de Estudios Ramón Areces, 2006