

Academic Year: ( 2024 / 2025 )

Review date: 14-03-2025

Department assigned to the subject: Business Administration Department

Coordinating teacher: ORTEGA DIEGO, JAIME

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 course.

**LEARNING OUTCOMES****LEARNING OUTCOMES**

1.To have acquired advanced knowledge and demonstrated an understanding of the theoretical and practical aspects and methodology of work in their field of study to a depth that reaches the cutting edge of knowledge.

4.To be able to cope with complex situations or those requiring the development of new solutions in the academic, work or professional sphere within their field of study

5.Know how to communicate knowledge, methodologies, ideas, problems and solutions in their field of study to all types of audiences (specialised or not) in a clear and precise manner

**BASIC COMPETENCES**

1.Students have demonstrated possession and understanding of knowledge in an area of study that builds on the foundation of general secondary education, and is usually at a level that, while relying on advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study

**GENERAL COMPETENCES**

5.Communicate the results, the conclusions of the models and the proposed solutions in a way that is intelligible to the rest of the company, so that they are accepted and implemented by decision-makers.

**SPECIFIC COMPETENCES**

7.To learn the existing models in cost management and to apply them to any productive process and the main instruments of accounting management for decision making, obtaining an integrated vision of the operational, organisational and behavioural contexts in which the accounting information systems for senior management operate.

8.Understand the concepts necessary for the development of market research and learn the main instruments to analyse the results of market research. Synthesise the objectives of the marketing function and its different measures as well as evaluate the fulfilment of the main objectives of the marketing function.

11.Knowing the fundamental elements of the organisational structure and the factors that influence the design of organisations, understanding and analysing how the objectives of the organisation affect the results, and the definition and planning of the strategies that have to guarantee the achievement of these objectives.

**TRANSVERSAL COMPETENCES**

1.Knowing and being able to handle interpersonal skills on initiative and responsibility, negotiation, emotional intelligence, etc. as well as calculation tools that allow the consolidation of the basic technical skills required in any professional field.

2. Being able to establish good interpersonal communication and to work in multidisciplinary and international teams.

4.Be able to engage in lifelong autonomous learning, enabling them to adapt to new situations.

**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

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

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.

Madura (2010), Chapter 16.

### 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.

Students are not allowed to use generative artificial intelligence tools in any of the activities that are evaluated within this course.

## 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.

If the percentage of students with an overall grade of Sobresaliente is less than 10 percent of the students who have taken the final exam in the Degree, the following corrections will be applied:

- a) the top students with a Notable grade will be given a grade of 9 until the 10-percent level is approximately reached.
- b) After the previous correction is made, if the number of students with a Notable grade is below 10 percent, an analogous correction will be made, raising the grades of the top students with an Aprobado grade to 7, until a 10-percent level is approximately reached.
- c) After the previous correction is made, if the number of students with an Aprobado grade is below 15 percent, the grades of the students with the highest Fail grades will be raised to 5 until the 15-percent level is approximately reached.

These percentages will in any case be considered approximate.

#### BASIC BIBLIOGRAPHY

- Madura, Jeff Introduction to Business, Paradigm Publishing, 2010
- Maynar, Pilar; Bañegil, Tomás; Galera, Clementina La economía de la empresa en el espacio de educación superior, McGraw-Hill, 2007

#### ADDITIONAL BIBLIOGRAPHY

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