

COURSE SYLLABUS

Academic year 2011-2012

1. COURSE DESCRIPTION

Degree:	Administración y Dirección de Empresas (English teaching)
Double Degree:	Derecho y Administración y Dirección de Empresas (English teaching)
Course:	BUSINESS MANAGEMENT PROCESS (Procesos de Dirección de Empresa - English teaching)
Module:	VII: Business Organization
Department:	Business Management
Academic Year:	2011-2012
Term:	First term
Total Credits:	6
Year:	2nd/3rd
Type of Course:	Obligatory
Course Language:	English

Teaching model:	A1	
a. General/background:		70%
b. Theory-into-practice/developmental knowledge-building		30%
c. Guided Academic Activities:		

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2. TEACHING TEAM INFORMATION

2.1. Course coordinator **Bárbara Larrañeta Gómez-Camino**

2.2. Teachers	
Name:	Bárbara Larrañeta Gómez-Camino
Faculty:	Business Administration
Department:	Business Management
Academic Area:	Business Organization
Category:	Profesora Contratada Doctora
Office hours:	Mondays and Tuesdays from 11am to 2pm
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3. ACADEMIC CONTEXT

3.1. Course Description and Objectives

Business Administration and Management is described as follows in the curriculum descriptor: “Fundamentals of Business Administration & Management. Management processes, planning and control. Development of techniques. Organizational behavior and development.”

In accordance with this descriptor, this course in Management should include:

- Fundamentals of business management
- The functions administrators carry out within the management process framework;
- The techniques & methods supporting these functions

Therefore, the key objectives of the course are:

- Understand what a manager is and the role of management in organizations. Grasp the principal functions of what is termed the management process;
- Acquire a comprehensive view of the prevalent lines of thought in management research and literature;
- Observe management functions from the perspective of ethics and social responsibility;
- Understand the importance of the environment as a conditioning factor affecting management;
- Analyze the decision-making process and become familiar with the main support methods/models for this process;
- Learn what planning is and identify the fundamental features of strategic planning;
- Grasp the importance for management of the concept of organizational behavior: motivation, leadership, conflict mediation.

3.2. Contribution to the Training Plan

Business Administration and Management is the second course taken by students in the academic area of Business Organization. In this course is where students will be exposed to business fundamentals and will be taking an in-depth look at the four classic management functions (Planning, Organization, Leadership and Control), with particular attention to the Leading function. Other further courses in the degree will specialize in the three remaining key functions.

3.3. Recommendations or Prerequisites

Management covers fundamental concepts which will aid students in other courses offered in the Degree, making it especially recommendable for all students (hence its obligatory nature).

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4. SKILLS

4.1 Degree Skills Developed during this Course

GENERAL SKILLS:

- Capacity for analysis & synthesis;
- Problem-solving skills;
- Decision-making skills;
- Capacity for critical thinking;
- Collaborative learning/Teamwork skills;
- Leadership skills;
- Interpersonal skills;
- Ability to put theory into practice;
- Capacity for learning and refreshing knowledge;
- Autonomous learning skills/Self-sufficiency.

4.2. Module Skills Developed during this Course

General Skills:

Instrumental Skills:

- Analysis and synthesis skills
- Organization and planning skills
- Oral and written communication in a foreign language
- Skills to obtain and analyze information from different sources
- Decision making and problem-solving skills

Personal Skills:

- Team work and interpersonal relations skills
- Personal relations skills
- Ethical compromise within the work place

Systemic skills:

- Autonomous learning skills
- Creativity
- Leadership
- Initiative and entrepreneurship

Specific Skills:

To know and apply Business Administration's Basic Concepts

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4.3. Course-specific Skills

- Cognitive (Know...):
 - Knowledge of the management process and its basic functions: planning, leading, organizing & controlling.

- Procedural/instrumental (Know how to...):
 - Apply acquired knowledge to solve problems involving decision-making. Have a good grasp of decision-making techniques;
 - Read and interpret texts relating to social responsibility, decision-making, management roles, business environments and organizational behavior: motivation & leadership;
 - Solve problems (practical cases) involving organizational behavior: motivation & leadership.

- Attitudinal (Be...):
 - Have a global notion of organization;
 - Apply critical thinking to organizational realities;
 - Nurture ethical behavior & social responsibility;
 - Develop a proactive & entrepreneurial attitude.

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5. COURSE CONTENT (COURSE TOPICS)

UNIT 1: Managers & Management

1. What is a Manager?
2. What is Management and what do Managers do?
 - Definition of Management
 - Management Functions
 - Management Roles
3. Important Issues in Management Practice:
 - Are Effective Managers Successful Managers?
 - The Universality of Management

PART II: DEFINING THE MANAGER'S TERRAIN

UNIT 2: Organizational Culture & Environment

1. The Organization's Culture
2. Current Organizational Culture Issues Facing Managers
3. The Environment
4. Doing Business Globally
 - Different Types of International Organizations
 - How Organizations go International
5. Managing in a Global Environment
 - The Legal-Political Environment
 - The Economic Environment
 - The Cultural Environment

UNIT 3: Social Responsibility & Managerial Ethics

1. Firm Role in the Socioeconomic Context: Social Responsibility
 - Traditional Perspective of the Firm Social Role
 - Firm Social Responsibility: Socioeconomic Perspective
2. Social Involvement and Economic Performance
3. Values-Based Management: Organizational Culture
4. Ethics in Organizations: Managerial Ethics

UNIT 4: the Decision-Making Process: the Essence of the Manager's Job

1. The Decision Making Process
2. The Rationality of the Decision-Maker
3. Types of Problems and Decisions
4. Analyzing Alternatives
 - Certainty
 - Risk

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- Uncertainty
- 5. Group Decision-Making
 - Advantages and Disadvantages of Group Decision-Making as Opposed to Individual Decision-Making
 - Effectiveness and Efficiency in Group Decision-Making
 - Techniques for Group Decision-Making
- 6. Techniques and Tools for Decision-Making

PART III: PLANNING

UNIT 5: Foundations of Planning

1. What is Planning?
2. The Planning Process
3. Planning Elements
4. Types of Goals and Plans
5. Goals as Planning Foundation: Goal Management
6. The Strategic Management Process: SWOT Analysis
7. Types of Organizational Strategies
 - Corporate Strategy
 - Business (or Competitive) Strategy
 - Functional Strategy

PART IV: LEADING

UNIT 6: Organizational Behavior

1. What is Organizational Behaviour?
2. Important Employee Behaviours
3. Psychological Factors affecting Employee Behaviour
 - A. Attitudes
 - B. Personality
 - C. Perceptions
 - D. Learning
4. Shaping Behaviour

UNIT 7: Motivating Employees

1. What is Motivation?
2. Early Theories of Motivation
 - Maslow's Hierarchy of Needs Theory
 - McGregor's Theory X and Theory Y
 - Herzberg's Two-Factor Theory
 - McClelland Theory of Acquired Needs
3. Motivation Theories Based on the Behaviour Process
 - Goal-Setting Theory
 - Adams's Equity Theory

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- Vroom's Expectancy Theory
- 4. Motivation Theories Based on Behaviour Change
- Reinforcement Theory
- 5. Motivation by Design

UNIT 8: Leadership

1. Leaders and Leadership
2. Theories based on Leader's Individual Traits
 - Trait Theories
 - The beliefs and values of the leader
 - Behavioural Styles
3. Contingency Theories for Leadership
 - The Fiedler Model.
 - Leader Participation Model
 - Path-Goal Model.
4. Substitutes for Leadership

6. METHODOLOGY AND RESOURCES

This course in Management provides students with the opportunity to acquire key concepts that serve to help understand what an organization is and how it functions. To this end, the following learning scheme is followed:

General Theory / Background (Large Lecture Group)

This course is comprised of twentyone 1.5-hour sessions. Sessions consist in lectures given by the professor on general theory and background relating to different course topics, informative talks, etc.

Theory-into-Practice & Developmental Knowledge-Building (Small Groups)

A total of nine 1.5-hour seminars will be held throughout the course. These sessions are an arena in which students will work on solving real-life problems and cases having to do with the concepts covered in theory/praxis sessions. Professors will also assign group activities and assignments in these sessions. There will be opportunities for students to develop both theory and practical skills.

TOTAL NUMBER OF HOURS: 150 (6 ECTS CREDITS)

GROUP TYPE	HOURS PER STUDENT	CREDITS PER STUDENT
GENERAL TEACHING (GT)	31.50	1.30
PRACTICAL TEACHING (PT)	13.50	0.50
SELF-STUDY	90.00	3.60
ASSESSMENT AND GRADING	15.00	0.60
TOTAL	150.00	6.00

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7. ASSESSMENT

The following factors will be taken into account when evaluating students:

- a) Participation in sessions on theory and praxis, as well as in seminars and on activities throughout the course.
- b) Assignments and/or papers assigned by professors to encourage in-depth knowledge building for given topics.
- c) Scores obtained on exams.

The final grade will be calculated according to the following formula: $0.7A + 0.3B = \text{FINAL GRADE}$

A) Exams (70%):

Students will take one exam—at the end of the course—. Students failing the exam at the end of the course will have the opportunity to take a final exam in the month of June.

A minimum score of 3 points (on a 10-pt.scale) is required in both theory and praxis in order to pass—even if the average of the two is 5 or higher.

Knowledge of fundamental theoretical concepts (40%) will be assessed via a 20 to 25-question multiple choice test. Assessment of praxis (30%) will consist in one or more cases.

B) Theory into Practice (30%):

Scores obtained on activities carried out and/or assigned in Theory into Practice sessions will be valid for the exams. Students who have not attended class sessions and/or not completed activities & assignments successfully will be evaluated out of a maximum of 70%, thus forfeiting any chance to obtain the remaining 30%.

Mobility:

Those students who cannot attend the theory into practice sessions due to being abroad under official mobility programs (Sócrates-Erasmus, Séneca, Atlanticus...) will do an additional exam, or work that will be conveniently defined, in order to obtain that 30% of the grade. Students in this situation must report a written document to the teaching team before the 30th of November. Any report after this deadline must be supported by the academic coordinator of the mobility contract.

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8. BIBLIOGRAPHY

BASIC READING:

- Stephen P. Robbins & Mary Coulter (2007)
Management
Prentice Hall
- Luis Gómez-Mejía, David B. Balkin & Robert L. Cardy (2008)
Management
Mc Graw Hill

GENERAL READING:

- Stephen P. Robbins & Tim A. Judge (2007)
Organizational Behaviour
Prentice Hall
- James A.F. Stoner, R. Edward Freeman & Daniel R. Gilbert Jr. (1996)
Management
Prentice Hall

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WEEKLY COURSE SCHEDULE				
WEEK	General Theory/Background No. of hours	Theory-into-practice / Knowledge-building No. of hours	Exams No. of hours	Topics
1st Term				
1st Week	3			INTRO SESSION, UNIT 1
2nd Week	1.5	1.5		UNIT 2, UNIT 1
3rd Week	1.5	1.5		UNIT 2
4th Week	3			UNIT 3
5th Week	1.5	1.5		UNIT 3
6th Week	3			UNIT 4
7th Week	1.5	1.5		UNIT 5, UNIT 4
8th Week	3			UNIT 5
9th Week	1.5	1.5		UNIT 6, UNIT 5
10th Week	3			UNIT 6
11th Week	1.5	1.5		UNIT 7, UNIT 6
12th Week	3			UNIT 7
13th Week	1.5	1.5		UNIT 8, UNIT 7
14th Week	1.5	1.5		UNIT 8
15th Week	1.5	1.5		UNIT 8, COURSE SUMMARY
16th Week Final Assessment			4	