



Universitat de Lleida

DEGREE CURRICULUM  
**BUSINESS ADMINISTRATION**

Coordination: CLOP GALLART, MARIA MERCÈ

Academic year 2020-21

## Subject's general information

<b>Subject name</b>	BUSINESS ADMINISTRATION			
<b>Code</b>	103010			
<b>Semester</b>	ANUAL CONTINUED EVALUATION			
<b>Typology</b>	<b>Degree</b>	<b>Course</b>	<b>Character</b>	<b>Modality</b>
	Master's Degree in Forestry Engineering	1	COMPULSORY	Attendance-based
<b>Course number of credits (ECTS)</b>	6			
<b>Type of activity, credits, and groups</b>	<b>Activity type</b>	PRAULA		TEORIA
	<b>Number of credits</b>	3		3
	<b>Number of groups</b>	1		1
<b>Coordination</b>	CLOP GALLART, MARIA MERCÈ			
<b>Department</b>	BUSINESS ADMINISTRATION			
<b>Important information on data processing</b>	Consult <a href="#">this link</a> for more information.			
<b>Language</b>	Catalan			
<b>Distribution of credits</b>	50% theoretical and 50% practical			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
CLOP GALLART, MARIA MERCÈ	mariamerce.clop@udl.cat	6	

## Subject's extra information

**Purpose:** The purpose of the subject Business Management is to bring the capacities to achieve the formative and professional skills to develop the described competencies.

The knowledge is acquired with:

- Teoretical and applied lectures
- Discussion of literature or material of the activities
- Continued evaluation

## Learning objectives

Knowledge of the basic principles, concepts and theories of business management.

## Competences

Languages and techniques of business administration.

Ability to plan, organize, direct and control the production systems and processes developed in the forestry sector and the agroforestry industry, in a framework that guarantees the competitiveness of companies without forgetting the protection and conservation of the environment and the improvement and sustainable development of the rural environment

Ability to propose, direct and carry out research, development and innovation projects in products, processes and methods used in companies and organizations linked to the forestry sector.

## Subject contents

1. Administration: science, theory and practice.

1. Definition of administration: nature and purpose. 2. Administration: science or art? 3. Elements of science. 4. Evolution of administrative thought and patterns of administrative analysis. 5. Systemic approach to the administrative process. 6. Functions of the administrators.

Koontz et al. (2012) chapter 1.

2. Nature of planning and objectives.

1. Types of plans. 2. Planning steps. 3. Objectives. 4. Evolutionary concepts of administration by objectives. 5. The management process by objectives. 6. Benefits and disadvantages of the administration by objectives.

Koontz et al. (2012) chapter 4.

3. Strategies, policies and premises of planning.

1. Nature and purpose of strategies and policies. 2. Process of strategic planning. 3. The TOWS matrix: a modern tool for the analysis of situations. 4. The portfolio matrix: instrument for the allocation of resources. 5. Main types of strategies and policies. 6. Hierarchy of business strategies. 7. Analysis of the industry and generic competitive strategies according to Porter.

Koontz et al. (2012) chapter 5.

4. Decision making.

1. Importance and limitations of rational decision making. 2. Evaluation of alternatives. 3. Selection of an alternative: three approaches. 4. Decisions programmed and not programmed. 5. Decision making in conditions of certainty, uncertainty and risk. 6. Creativity and innovation.

Koontz et al. (2012) chapter 6.

5. Nature of organization, entrepreneurship and reengineering.

1. Formal and informal organization. 2. Organizational division: the department. 3. Organizational levels and section of administration. 4. Factors that determine an effective stretch. 5. Organizational environment for the entrepreneurial spirit and the internal entrepreneur. 6. Reengineering of the organization.

Koontz et al. (2012) chapter 7.

6. Organizational structure: departmentalization.

1. Departmentalisation for simple numbers, by time, by business function, territorial or geographical department, by type of clients, by processes or equipment and by products. 2. Matrix organization. 3. Strategic business units (UBS). 4. Organizational structures for the global scope. 5. The virtual organization.

Koontz et al. (2012) chapter 8.

7. Line / staff authority, empowerment and decentralization.

1. Authority and power. 2. Empowerment. 3. Line concepts and staff. 4. Functional authority. 5. Decentralization of authority. 6. Delegation of authority. 7. Factors that determine the degree of decentralization of the authority.

Koontz et al. (2012) chapter 9.

8. Efficient organization and organizational culture.

1. Some organizational errors and how to avoid them through planning. 2. How to avoid organizational inflexibility. 3. How to make the staff work efficiently. 4. How to avoid conflicts through clarification. 5. How to ensure the understanding of the organization.

Koontz et al. (2012) chapter 10.

## 9. Administration and selection of human resources.

1. Integration of personnel. 2. The administrative task. 3. The approach of human resources management systems: an overview of the role of personnel integration. 4. Situational factors that influence the integration of personnel. 5. Selection: correspondence between individual and position. 6. Approach to systems for selection. 7. Requirements and design of sites. 8. Skills and personal characteristics that administrators must possess. 9. Correspondence between aptitudes and requirements of the site. 10. Selection processes, techniques and instruments. 11. Induction and socialization of new workers.

Koontz et al. (2012) chapter 11.

## 10. Evaluation of the performance and strategy of professional development.

1. The problem of administrative evaluation. 2. Selection of evaluation criteria. 3. Weaknesses of traditional assessments based on the features. 4. Evaluation of the administrators based on verifiable objectives. 5. A programmatic proposal: evaluation of administrators as administrators. 6. A method for team assessment. 7. Rewards and tensions of the administration. 8. Formulation of the professional development strategy.

Koontz et al. (2012) chapter 12.

## 11. Change management through the development of the administrators and the organization.

1. Process of development and training of the administrator. 2. Approaches for the development of the administrator: training in the workplace. 3. Focus on the development of the administrator: internal and external training. 4. Change management. 5. Organizational conflict. 6. Organizational development. 7. The learning organization.

Koontz et al. (2012) chapter 13.

## 12. Direction. Human factors and motivation.

1. Human factors in the administration. 2. Motivation and motivators. 3. An old behavioral model: X and Y theories of McGregor Y. 4. Theory of the hierarchy of needs. 5. The motivation approach - hygiene of motivation. 6. Motivational theory of expectation. 7. Theory of equity. 8. Reinforcement theory. 9. Theory of needs about McClelland's motivation. 10. Special motivational techniques. 11. Enrichment of positions.

Koontz et al. (2012) chapter 14.

## 13. Leadership.

1. Definition of leadership. 2. Leadership components. 3. Focus on the features of leadership. 4. Behavior and leadership styles. 5. Situational or contingency approaches of leadership. 6. Transactional and transformational leadership.

Koontz et al. (2012) chapter 15.

## 14. Committees, teams and group decision making.

1. Nature of committees. 2. Reasons for the use of committees. 3. Disadvantages of committees. 4. The plural executive and the board of directors. 5. Misuse and successful operation of committees. 6. Equipment. 7. Other groups in administration.

Koontz et al. (2012) chapter 16.

15. Communication.

1. The process of communication. 2. Communication in organizations. 3. Barriers and failures in communication. 4. Effective communication. 5. Electronic media in communication.

Koontz et al. (2012) chapter 17.

## Methodology

The textbook that follows in the program is that of Koontz, Weihrich and Cannice (2012).

Each topic will be explained by the teacher, and at the beginning of the next class a control of 5 to 7 questions will be taken to be answered briefly in 7 minutes, using the Socrative application. Each control includes the set of all the topics taught until that day.

The previous activity will be completed with presentations, readings and films related to the topics discussed, as well as discussion or application activities. These are directed activities of individual or group work (cooperative learning).

## Development plan

Check the temporary programming of the subject in the Resources folder.

## Evaluation

The evaluation of the theoretical and practical competences will be carried out from controls with Socrative (20%), presentations (50%), discussion of literature or material of the activities (15%) and attendance in class (15%). .

According to the Regulations for the evaluation and qualification of teaching in the degrees and masters at the UdL of February 2014, since all the scheduled evaluation activities have a weight lower than 30% of the final mark, only the students that have chosen the alternative examination can perform the recovery exam.

## Bibliography

Koontz, Harold; Weihrich, Heinz i Cannice, Mark (2012) Administración: una perspectiva global y empresarial. McGraw-Hill, Mexico.