



Universitat de Lleida

DEGREE CURRICULUM  
**FOREST BUSINESS  
MANAGEMENT**

Coordination: JUAREZ RUBIO, FRANCISCO

Academic year 2022-23

## Subject's general information

<b>Subject name</b>	FOREST BUSINESS MANAGEMENT			
<b>Code</b>	103034			
<b>Semester</b>	2nd Q(SEMESTER) CONTINUED EVALUATION			
<b>Typology</b>	Degree	Course	Character	Modality
	Master's Degree in Forestry Engineering	1	COMPULSORY	Blended learning
<b>Course number of credits (ECTS)</b>	8			
<b>Type of activity, credits, and groups</b>	<b>Activity type</b>	PRALAB	PRAULA	TEORIA
	<b>Number of credits</b>	1	3	4
	<b>Number of groups</b>	1	1	1
<b>Coordination</b>	JUAREZ RUBIO, FRANCISCO			
<b>Department</b>	BUSINESS ADMINISTRATION			
<b>Important information on data processing</b>	Consult <a href="#">this link</a> for more information.			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
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## Learning objectives

Capacity for the economic and administrative management of forestry companies (process-based administration)

Formulation of business plans, with special emphasis on operations plans.

## Competences

### BASIC

**B06** Possess and understand knowledge that provides a basis or opportunity to be original in the development and/or application of ideas, often in a research context.

**B07** Students know how to apply the knowledge acquired and have the ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

**B08** Students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

**B09** Students know how to communicate their conclusions –and the knowledge and ultimate reasons that support them– to specialized and non-specialized audiences in a clear and unambiguous way.

**B010** Students have the learning skills that enable them to continue studying in a way that will be largely self-directed or autonomous.

### GENERAL

**CG1** Apply the techniques of marketing and commercialization of forest products.

**CG2** Design, write, direct, develop, implement and interpret projects and plans in the forestry field and in the natural environment.

**CG4** Apply and define criteria and indicators in the field of environmental auditing.

### SPECIFIC

**CE11** Develop forest quality and environmental audit systems.

**CE12** Analyze and diagnose the environment and the company itself, preparation and management of business plans and studies of profitability of forestry investments.

**CE13** Design production processes and rational work methods.

**CE15** Design marketing strategies, market research and distribution policies.

## Subject contents

### 1. COMPANY AND LEGAL STRUCTURE

Business concept. Legal forms. Conception of the company as departments versus processes. Public and private sectors. Typology of forestry companies. Global forest companies. Case Discussion.

### 2. BUSINESS STRATEGY I

Strategy versus tactics. The strategy formulation process. Change and uncertainty in the strategic environment. Products lifecycle. Core resources and capabilities. Value chain. Analysis of Financial Resources. Analysis of internal forces of change. Company life cycle. Change Capacity of the company: the 7 S. SWOT Analysis. Strategic purpose: vision and mission. Porter's generic strategies.

### 3. BUSINESS STRATEGY II

Strategic analysis at the business unit level: process, profit pool, product/market supply, segmentation, competitors. Creation of value through innovation. Strategy and context. The corporate strategy. Economies of scale and economies of supply. Strategy and corporate governance. Variants of the BCG approach. Strategic options at the corporate level. Evaluation of strategic options. The overall strategy. The global strategy and the structure of the industry. Porter's Five Forces. Location and agglomeration.

### 4. APPLIED ANALYSIS: BUSINESS STRATEGY OF FORESTRY COMPANIES

Business information sources. Structure of the forestry industry. Discussion of the different vision and mission statements in forestry companies. Determination of portfolios of products and services. Value chains in the forestry industry. Capacities and Resources. Innovation and cost reduction: cases in forestry companies. Quality Policies.

### 5. ADMINISTRATION AND ADMINISTRATIVE FUNCTIONS

Administration concept. Administrative functions, skills and techniques. Definition of administrative functions: Planning, Organization, Staffing, Management and Control. Efficiency as a business objective. Process management. The TQM approach. Business ethics.

### 6. PLANNING

Types of plans. The planning process. Objectives and Goals. Administration by objectives. Decision making. Alternatives and their evaluation. Selection of alternatives: three approaches. Decision making. Contexts in decision making. Decision criteria in contexts of certainty, risk and uncertainty. Creativity and innovation.

### 7. ORGANIZATION

Concept of formal and informal organization. Optimum section. The functional organization. The project organization. The matrix organization. Staff and Line. The process of designing the organization. Problems derived from errors in organizational design. The reengineering.

### 8. STAFFING

Design of processes in staffing. Needs matrix. Administrators inventory. Staff selection and promotion processes. Compliance evaluation methods. Training and Development. Career strategy.

### 9. DIRECTION

Human factors and motivation. Theories and techniques. Leadership: definition and components. Approaches: charismatic, situational and transactional leadership. Committees and Teams. Group decision making. Communication: purpose and process. Effective communication. Electronic media in communication.

## 10. PARTICULAR CASE OF PROJECT MANAGEMENT

Functional manager versus project manager. Project manager profile. Specific needs of staff assigned to projects. PERT as a planning and control system. MCP. The life cycle of the project. Conflict management.

## 11. MANAGEMENT OF PROCESSES IN FORESTRY COMPANIES

Process design elements. Certifiable processes. Process certification: ISO 9000, ISO 14000 and ISO 18000. LEAN approach to forestry processes. Discussion of cases in management of natural spaces, timber industries, international timber trade and environmental management.

## 12. CASE OF CONTINUOUS IMPROVEMENT OF PROCESSES DYNAMICS

Strategic Purchasing Case. Objective and definitions. Supplier selection. Continuous improvement method in five stages. Initiation stage. Knowledge stage. Innovation stage. Implementation stage. Improvement stage.

## 13. ELEMENTS OF THE FORESTRY BUSINESS PLAN

Definition of objectives. Strategic plan. Marketing plan. Operations Plan. Economic - Financial Plan. Human Resources Plan. Relationship between Plans. Main processes in the plans. Procedures and constitution agenda. Fiscal obligations. Laboral obligations. Environmental obligations. The digital administration.

## 14. FORESTRY BUSINESS PLAN: OBJECTIVES.

Project objectives. Founding team: contributions and agreements between partners. Description of the activity: product and/or service. Covering needs. Scope of action. Analysis of the environment (physical, economic, social, demographic, cultural, technological, political, legal). Analysis of the sector (description and competitive forces). Market analysis (scope, evolution, trends, segmentation, customers, competition, intermediaries, suppliers). SWOT analysis. Analysis of the value chain. Value proposal. Sources of competitive advantages. Conclusions.

## 15. FORESTRY BUSINESS PLAN: STRATEGIC PLAN

Mission and vision. Short and long term business goals. Company competitive strategy. Action plan. Strategic proposal of operations. Entry strategy. Growth strategy. Exit strategy.

## 16. FORESTRY BUSINESS PLAN: MARKETING PLAN

Bases of the Marketing Plan. Product and/or service requirements. Distribution strategy (channels, web and social networks). Commercial Distribution. Sales Strategy. Communication Strategy. Promotion. Advertising.

## 17. FORESTRY BUSINESS PLAN: OPERATIONS PLAN I

Strategic decisions. Product design. Location. Technology. Quality. Main production processes. Capacity. Plant distribution or Layout. Human team. Supply chain.

## 18. FORESTRY BUSINESS PLAN: OPERATIONS PLAN II

Tactical Decisions. Demand Estimate. Annual production plan (decisions of manufacture or purchase). Capacity utilization indicators. Optimization of processes. Supply plan and purchases. Warehouse organization and management. Maintenance. Distribution plan. Quality management. Environmental management.

## 19. FORESTRY BUSINESS PLAN: HUMAN RESOURCES PLAN

Organizational structure: Organization chart. Employment descriptions. Staff selection and hiring policy. Salary policy and labor costs. Staff retention and motivation. Health and safety at work.

## 20. ECONOMIC-FINANCIAL PLAN

Work assumptions. Investment plan. Initial financing plan. Expected cash flows. Analysis of the company's break-even point. Economic-financial feasibility analysis (life of the project, investment payments, annual cash flows, NPV, IRR, Pay-back). Economic analysis: profitability indicators of the company. Management results indicators (Cash Flow, EBITDA).

## 21. RISK MANAGEMENT

Risk management. Critical risks. Internal risks. External risks. Inherent risk map. Residual risk and mitigation plan. Residual risk map. Risk Review Conclusions.

## Methodology

1. The first 12 topics provide the student with concepts and tools for the development of business management. Topics 13 to 21 explain the structure of the Business Plan, and the training is carried out in parallel with the first stages of development of a task consisting of the creation of a Business Plan for a forestry company (productive, industrial or services).
2. Discussion of cases of forestry companies (strategy, financial statements, supply chains).
3. Discussion of value chains in the forestry sector.
4. Discussion of forest industrial clusters.
5. Discussion of the structure of the national and European forest industry.
6. Presentation and defense of the Business Plan prepared by the students.

## Development plan

Consult the temporary schedule of the subject in your Resources folder.

## Evaluation

The evaluation of the theoretical and practical competences will be carried out based on the qualifications of controls with the Virtual Campus Test (20%), presentations (30%), discussion of literature or material from the activities (10%), class attendance (10%) and project (30%).

According to the Regulations for evaluation and qualification of teaching in bachelor's and master's degrees at the UdL of February 2014, given that all scheduled evaluation activities have a weight of less than 30% of the final grade, only the students that have chosen the alternative test will be able to take the catch up exam.

## Bibliography

### Basic bibliography

- Koontz, H.; Wehrich, H. ; Cannice, M.(2008), Administración, una perspectiva global y empresarial. McGraw Hill.
- Pérez Gorostegui, E. Curso de Economía de la Empresa. Introducción. Editorial Universitaria Ramón Areces.
- Ceeilleida, Guia per a l'elabortació del Pla d'Empresa, Diputació de Lleida

### Supplementary bibliography

- Blokdyk, G., iso 9001 A Complete Guide - 2020 Edition, 5STARCOOKS
- Damelio, R., The Basics of Process Mapping, Routledge
- de Kluyver, C.A., Pensamiento estratégico, Prentice Hall
- Martí Ramos, J.M., Casillas Vacher de Lapouge, T., Cómo hacer un plan de empresa: Guía práctica para su elaboración y puesta en marcha, Proft Editorial
- Martínez Abascal, E. Finanzas para directivos, Mc Graw Hill Interamericana S.L
- Meredith, J. R. & Mantel, S. J. Project Management: A Managerial Approach (8th Ed.). Hoboken, NJ: John

Wiley & Sons Inc. 2012.

- Project Management Institute. A Guide to the Project Management Body of Knowledge.PMBOK® Guide. Sixth Edition
- Sánchez Rivero,J.M. y Enríquez Palomino,A. Implantacion Sistemas de Gestion Calidad. La Norma ISO 9001:xxx,FC Editorial
- Slack, N.,Brandon-Jones,A.,Johnston,R., Operations Management, Pearson

## Other resources

- Badawy, M. K. Towards better management of research organizations. SRA Journal. 1976.
- Appointment with Venus. 1951. British Film-Makers
- Creadores de sombras. 1989. Paramount Pictures.
- Tiempos modernos. 1936. United Artists.