



Universitat de Lleida

DEGREE CURRICULUM  
**FUNDAMENTALS OF BUSINESS  
MANAGEMENT**

Coordination: PLANA FARRAN, MANUEL

Academic year 2023-24

Subject's general information

<b>Subject name</b>	FUNDAMENTALS OF BUSINESS MANAGEMENT		
<b>Code</b>	103300		
<b>Semester</b>	1st Q(SEMESTER) CONTINUED EVALUATION		
<b>Typology</b>	<b>Degree</b>	<b>Course</b>	<b>Character</b>
	Bachelor's Degree in Business Administration and Management	1	COMMON/CORE
	Doble titulació: Grau en Enginyeria en Organització Industrial i Logística i Grau en Administració i Direcció d'Empreses	1	COMMON/CORE
<b>Modality</b>	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>	2.4	3.6
	<b>Number of groups</b>	1	1
<b>Coordination</b>	PLANA FARRAN, MANUEL		
<b>Department</b>	ECONOMICS AND BUSINESS		
<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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## Subject's extra information

### Suggestions

a) Regardless of the established tutorial times, you can always send an e-mail to arrange a meeting on a particular day or at a particular time.

b) A good way of focusing the study of this subject is as follows:

- Follow the lecturer's explanations and organise your own notes. You are recommended to read your notes every week and to summarise them in order to emphasise the fundamental concepts to be understood and retained. You then need to comprehensively read the publications we will give you.

- When you finish studying a topic, you are recommended to do the corresponding exercises set. Some exercises will be done by the lecturer, but you will need to work on and solve others yourselves in order to assimilate the concepts explained in class.

- Relate the theoretical content learned to the real world. To achieve this, you are recommended to do the suggested activities. In all cases, it is advisable to consult the bibliography in order to become used to tackling problem-solving individually, as well as doing research by browsing the Internet, although you will always have the lecturer to guide you with any query, consultations or clarification.

### In summary:

a) Lectures and practical assignments - Exercises done and set for students to do

b) Activities carried out by students in class on the topic being dealt with at a particular time

c) Most activities and the written tests will be done and handed in class. It is therefore very important to attend classes.

d) You need to go into the Sakai UdL virtual space for this subject every week. In this space you will find: lists of exercises, answers, notifications from the lecturer, notes, etc.

### The course as part of the academic plan

Focus of the subject This subject comes in the first year of the degree course in business administration and management. This makes it an introductory subject intended to give students an overall view of businesses, both internally and externally, and concerning their environment. This subject not only teaches theoretical knowledge, it is also practical, as business management training requires the student to have skills and knowledge and applying it in solving business problems are equally important. In this sense, the practical classes are a basic element in learning these skills and this knowledge, as they are the necessary bridge between theory and practise.

### Relationship with other subjects in the curriculum

This subject is constructed based on the knowledge obtained in the other subjects in the degree course, particularly financial accounting, marketing management and financial management.

### Projection in professional fields

The subjects studied in this degree are aimed at the management and administration of organisations and businesses. Professional opportunities are very varied, as the workload consists of science subjects, such as mathematics, statistics and information technology and social science subjects, such as law, economics etc., as well as specific

businesses subjects like accounting, marketing and finance. This means professional opportunities may be focused on: a) Business b) National and local administration c) Teaching d) Liberal professions

## Learning objectives

### MAIN OR GENERAL OBJECTIVE:

Identify and understand the Company or Firm as an organized socio-economic unit of production, therefore as a socio-economic reality and a productive economic agent, its conceptual dimensions, the company as a system; understand the Company as an entity that interacts with the macro environment; study the different business forms; substantiate the organizational and ownership structure of the company, analyzing the size, concentration and evolution of business growth; and finally study and analyze the business management system, motivation and leadership.

### SPECIFIC OBJECTIVES:

The Business Economy is a social science that uses both the fundamentals of economic analysis and those that support the study of "administrative behavior", to explain the nature, structure and behavior of its material object, which is none other than the company that it is structured, organized and produced and, consequently, the entrepreneur who personalizes it functionally, so that it is known how it achieves its economic equilibrium or its efficiency in the market in which it develops economic activities.

The specific objectives of the subject are:

OBJ1: Study the economic reality of organizations that define themselves as companies, and try to scientifically explain their activities and functions, both from the perspective of their internal structure and the attitudes and behavior of the elements that compose them, as well as from the perspective of the relationships they maintain with their environment or with the economic and social agents that comprise it.

OBJ2: Analyze the general direction of a company, which corresponds, among other activities, to promote and coordinate the tasks of all functional areas so that the company achieves its objectives and obtains the best results. At the same time, functional disciplines require knowledge of administration and management, as well as the organization in which they are integrated, and also other important elements such as the fields of leadership and motivation.

OBJ3: Put into practice the methods and techniques for decision making in the company, placing special emphasis on the formulation of the strategy, and the praxis of business administration and management.

OBJ4: Introduce business management to arrive at a pragmatic perspective of analysis and resolution of the main functional problems that may arise in the management of a company, achieving this knowledge and basic skills, which throughout the degree (EDA) will be object of extension and deepening in the different subjects.

## Competences

### Competences on the subject FUNDAMENTALS OF BUSINESS MANAGEMENT

CT1-Correct oral and written statement.

CT3-TIC Domain.

CG1-Capacity of analysis and synthesis.

CG2-Capacity to organize and plan.

CG3-Query and Autocriticism.

CG4-Working team and leadership.

CG5-To be capable of working and learning autonomously and simultaneously interacting appropriately with others, cooperating and collaborating.

CG6-Examining on the basis of rigour, personal commitment and quality-oriented.

EC2-Exercise related functions in the different functional areas of a company and institutions.

CE3-Make, interpret and audit the economic-financial information of entities and individuals, and provide advice on them.

CE4-Apply instrumental techniques in the analysis and solution of business problems and in decision making.

## Subject contents

## Subject contents

The programme for this subject is broken down into **three parts**. Each part is linked to the next one to make a complete programme.

**In the first part (basics of Business Economics)**, you will find the basic concepts of this subject, such as “the business” and “the entrepreneur” and we will analyse the management function.

**In the second part (businesses and their economic environment)**, you will see that the businesses studied in the first part are not isolated, and in fact depend on the environment. You will therefore have to analyse everything outside a business that affects it and detect the threats and the opportunities deriving from this environment, as well as the business’s strengths and weaknesses. A business is therefore not something that is isolated; instead it forms part of an environment. We will also apply techniques for studying this environment and to measure the business’s level of competitiveness. We will conclude this second part by analysing the strategies businesses use to achieve their objectives so that they can deal with the threats and are in a position to make the most of their opportunities.

**In the third and last part (business structure and the management system)** we will look at the organisational and ownership structures of businesses. This will allow the business to choose its optimum size and decide whether it wants to/can grow and how much. We will conclude this third part by applying criteria that help us with decision-making.

## PART ONE (BLOCK 1): THE BASICS OF BUSINESS ECONOMICS

### 1. THE BUSINESS AS A SOCIOECONOMIC REALITY

- 1.1. THE BUSINESS AS A REALITY: CONCEPTUAL INTRODUCTION
- 1.2. THE CAPITALIST BUSINESS AS A BODY IN THE ECONOMIC SYSTEM
- 1.3. THE FUNCTION OF THE BUSINESS AS AN ECONOMIC AGENT
- 1.4. THE ELEMENTS OF A BUSINESS
- 1.5. THE MODERN BUSINESS: A COMPLEX SYSTEM

### 2. CONCEPT OF A BUSINESS

- 2.1. CONCEPTUAL DIMENSIONS OF A BUSINESS
- 2.2. CONCEPT OF A BUSINESS AS AN ORGANISATION: BASIC PRINCIPLES
- 2.3. FUNCTIONS OF THE COMPANY (socioeconomic point of view)
- 2.4. ECONOMIC AND FINANCIAL STRUCTURE. BUSINESS EQUITY AND BALANCE SHEET

### Activity to be carried out by students:

You need to summarise this topic individually. You do not need to hand it in to the lecturer. Questions may be asked about this topic on examination day, so you need to study it.

### 3. ENTREPRENEURS: ANALYSIS OF THE MANAGEMENT FUNCTION

- 3.1. DEVELOPMENT OF THE CONCEPT OF THE ENTREPRENEUR: CLASSICAL CONCEPT AND THE ROLE OF ENTREPRENEURS IN THE MODERN ECONOMY
- 3.2. ANALYSIS OF THE MANAGEMENT FUNCTION: INNOVATION, LEADERSHIP AND STRATEGIC ATTITUDE

**Workbook for topics 1, 2 and 3:** Business application of the detailed concepts in topics 1, 2 and 3.

## PART TWO (BLOCK 2): THE BUSINESS AND ITS ECONOMIC ENVIRONMENT

## 4. THE BUSINESS AND ITS ENVIRONMENT

- 4.1. CONCEPT AND NATURE OF THE ENVIRONMENT
- 4.2. ENVIRONMENTAL FACTORS AND THEIR INFLUENCE ON BUSINESSES
- 4.3. THE BUSINESS'S RESPONSE: STRATEGIC MANAGEMENT
- 4.4. CORPORATE SOCIAL RESPONSIBILITY

**Workbook for topic 4:** Exercises on the application of the SWOT analysis, analysis of the 5 Porter Forces and analysis of the Value Chain (case studies).

## 5. BUSINESS COMPETITIVENESS

- 5.1. CONCEPT OF COMPETITIVENESS
- 5.2. ANALYSING BUSINESS COMPETITIVENESS
- 5.3. MEASURING BUSINESS COMPETITIVENESS

**Workbook for topic 5:** Exercises on efficiency measures. Introductory exercises on the evaluation of investment profitability (case studies).

## 6. CONCEPT OF STRATEGY AND THE STRATEGY FORMULATION PROCESS

- 6.1. THE CONCEPT AND ELEMENTS OF BUSINESS STRATEGY
- 6.2. LEVELS OF STRATEGY
- 6.3. TYPES OF STRATEGY

## PART THREE (BLOCK 3): BUSINESS STRUCTURE AND MANAGEMENT SYSTEM

## 7. ORGANISATIONAL STRUCTURE

- 7.1. CONCEPT AND ELEMENTS OF ORGANISATIONAL STRUCTURE
- 7.2. THE PRINCIPLES STRUCTURING BUSINESS ORGANISATION
- 7.3. INTRODUCTION TO ORGANISATIONAL FORMS

## 8. BUSINESS OWNERSHIP STRUCTURE

- 8.1. SEPARATION OF OWNERSHIP AND CONTROL
- 8.2. CONCEPT OF OWNERSHIP STRUCTURE: OWNERSHIP GROUPS
- 8.3. PRINCIPAL TYPES OF BUSINESS CONTROL

## 9. BUSINESS SIZE, CONCENTRATION AND GROWTH

- 9.1. THE IMPORTANCE OF BUSINESS SIZE: EXPLANATORY FACTORS
- 9.2. MEASURING BUSINESS SIZE AND OPTIMUM DIMENSIONS
- 9.3. CONCEPT AND MEASUREMENT OF BUSINESS CONCENTRATION
- 9.4. CONCEPT, FORMS AND MEANS OF BUSINESS GROWTH.

**Workbook for topics 7, 8, 9:** Case studies within topics 7, 8 and 9. Exercises on break point.

## 10. THE BUSINESS MANAGEMENT SYSTEM

- 10.1. CONCEPT AND STRUCTURE OF THE MANAGEMENT SYSTEM. LEADERSHIP,

## MOTIVATION AND MANAGEMENT

- 10.2. THE BUSINESS'S MISSION, OBJECTIVES AND TARGETS
- 10.3. THE BUSINESS MANAGEMENT PROCESS
- 10.4. MANAGEMENT EFFICIENCY AND MANAGEMENT BY OBJECTIVES

**Workbook for topic 10:** Exercises on leadership, motivation and business management styles. Making decision exercises; application of the Theory of Games against Nature.

## Methodology

### General methodology

An active general methodology is proposed, proposing the maximum participation through a teacher interaction - students, based on a good thematic motivation, construction and maintenance of a mutual confidence climate, approach of the spirit of collaboration, projection of usefulness of the subjects of learning with examples and study of cases, resolution of exercises, and participatory induction and responsibility.

Although in some thematic the presentation of concepts, definitions and some contents will be made according to the masterful method, it will always be a matter of invoking the interactivity and the active participation of the students so that they can obtain a good learning of knowledge, abilities, skills, skills and attitudes, and responsible behaviors. Likewise, the importance of the tutorial action is stressed, in order to provide a personal or group space with the purpose of helping, redirecting, solving problems, clarifying doubts and generally materializing "the task of facilitator" in front of the students, so that can improve the level of learning.

## Development plan

### TIMMING PLANNING OF SUBJECT ACTIVITIES

**Note: G1 & G2: Morning Groups Lleida; G3 & G4: Afternoon Groups Lleida; G1: Afternoon Group Igualada**

Types of Activities	Summary description of the activity (Title of the topic or practical activity)	Groups Hours per Group	Week Dates	Part and Training Objectives
Presentation / Motivation / Debate	Presentation of the subject, teaching objectives, theoretical contents and practical activities, methodology, evaluation system. Content discussion with students.	G2-1,5h; G3-2+1,5h;	1 12- 16/09/22	Presentación / Motivación / Debate
PRACTICE	Constitution of the Practice Groups. Projection of the Video about a unique company: "Pensioners Inc."	G4-2h; G1-2h	1 12- 16/09/22	Practice Groups
THEORY	T1. THE COMPANY AS A SOCIO-ECONOMIC REALITY / T2. COMPANY CONCEPT. INTRODUCTION TO THE ECONOMIC AND FINANCIAL STRUCTURE	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h G1-2+2h	2 19-23/9/22	Block 1 OBJ1
PRACTICE	Practice of the THEME 1. Case of the Médicis.		2 19-23/9/22	Block 1 OBJ1, OBJ2
THEORY	T2. THE COMPANY CONCEPT. INTRODUCTION TO THE ECONOMIC AND FINANCIAL STRUCTURE	G1-2h; G2-1,5h G3-2+1,5h; G4-2+1,5h	3 26/09- 30/9/22	Block 1 OBJ1, OBJ2
PRACTICE	Practices of the THEME 2. Exercises on Corporate Balance Sheet, Working Capital and Financial Balance.	G1-2h	3 26/09- 30/9/22	Block 1 OBJ1, OBJ2

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THEORY	T3. THE EMPLOYER: ANALYSIS OF THE MANAGERIAL FUNCTION	G1-2+1,5h; G2-2+1,5h	4 3-7/10/22	Block 1 OBJ1, OBJ2
PRACTICE	Practices of the THEME 3. Case of the Food Corporation of Guissona (BonÀrea Agrupa). Boeing v. Airbus: qualitative-quantitative analysis	G3-2+1,5h; G4-2+1,5h G1-2+2h	4 3-7/10/22	Block 1 OBJ1, OBJ2
THEORY	T4. THE COMPANY AND THE ENVIRONMENT. MACROEXTERNAL ENVIRONMENT AND NEARBY ENVIRONMENT. SCM AND THE VALUE CHAIN	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h	5 10-14/10/22	Block 2 OBJ1, OBJ2, OBJ3
PRACTICE	Practices of the THEME 4. Análisis DAFO alternativos, Caso IKEA	G1-2+1,5h; G2-2+1,5h G1-2+2h	5 10-14/10/22	Block 2 OBJ1, OBJ2, OBJ3
THEORY	T4. THE COMPANY AND THE ENVIRONMENT. MACROEXTERNAL ENVIRONMENT AND NEARBY ENVIRONMENT. SCM AND THE VALUE CHAIN	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h	6 17-21/10/22	Block 2 OBJ1, OBJ2, OBJ3
PRACTICE	Practices of the THEME 4. Case AMAZON.	G1-2+1,5h; G2-2+1,5h G1-2+2h	6 17-21/10/22	Block 2 OBJ1, OBJ2, OBJ3
THEORY	T5. COMPETITIVENESS AND PROFITABILITY OF THE COMPANY	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h	7 24-28/10/22	Block 2 OBJ1, OBJ2, OBJ3
PRACTICE	Practices of the THEME 5 BCG analysis, Evaluation of Profitability of Projects and Financial Amortization of loans.	G1-2+1,5h; G2-2+1,5h G1-2+2h	8 2-4/11/22	Block 2 OBJ1, OBJ2, OBJ3
<b>1st Partial Evaluation</b>	<b>FIRST PARTIAL EVALUATION TEST. Week 9th, 9/11/22 9 to 12 hours</b>	<b>Grupo Total Mañana 9 a 12 h</b>	<b>9 9/11/22</b>	<b>1st Partial Evaluation</b>
THEORY	T6. FORMAS Y CLASES DE EMPRESAS. PRODUCCIÓN Y MARKETING	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h	10 15-19/11/22	Block 3 OBJ2, OBJ3, OBJ4
PRACTICE	Practices of the THEMES 5 y 6. Profitability Evaluation Exercises. DIRCE Data Analysis Case (INE)	G1-2+1,5h; G2-2+1,5h G1-2+2h	10 15-19/11/22	Block 3 OBJ2, OBJ3, OBJ4
THEORY	T7. LA ESTRUCTURA ORGANIZATIVA	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h	11 22-26/11/22	Block 3 OBJ1, OBJ2, OBJ3
PRACTICE	Practices of the THEME 7. Global Automotive Industry Case. The Merger between Daimler and Chrysler. Exercise on organizational structure.	G1-2+1,5h; G2-2+1,5h G1-2+2h	11 22-26/11/22	Block 3 OBJ1, OBJ2, OBJ3
THEORY	T8. COMPANY OWNERSHIP STRUCTURE	G2-1,5h; G3-2+1,5h; G4-2h; G1-2h	12 29/11-3/12/22	Block 3 OBJ1, OBJ2, OBJ3
PRACTICE	Practices of the THEME 7 / Prácticas del THEME 8. Case Stewart againts Rockefeller. Case LLEIDA.NET S.A.	G2-1,5h; G3-2+1,5h; G4-2h; G1-2h	12 29/11-3/12/22	Block 3 OBJ1, OBJ2, OBJ3
THEORY / PRACTICE	Theory Review. Practices of the THEMES 7 and 8. Other Cases and Summaries of Previous Cases	G1-2+1,5h; G2-2+1,5h G3-2+1,5h; G4-2+1,5h G1-2+2h	13 9-10/12/22	Block 3 OBJ1, OBJ2, OBJ3



THEORY	T9. SIZE, CONCENTRATION AND GROWTH OF THE COMPANY	G1-2+1,5h; G2-2+1,5h	14 13- 17/12/22	Block 3 OBJ2, OBJ3, OBJ4
PRACTICE	Practices of the THEME 9. Case Mercadona. Break Point Exercises.	G3-2+1,5h; G4-2+1,5h G1-2+2h	14 13- 17/12/22	Block 3 OBJ2, OBJ3, OBJ4
THEORY	T10. THE COMPANY'S MANAGEMENT SYSTEM. LEADERSHIP AND MANAGEMENT MODELS AND STYLES	G1-2+1,5h; G2-2+1,5h	15 20- 22/12/22	Block 3 OBJ2, OBJ3, OBJ4
PRACTICE	Practices of the THEME 10. Cases on leadership styles and business management (Nexus case and other cases of leadership and motivation).	G3-2+1,5h; G4-2+1,5h G1-2+2h	15 20- 22/12/22	Block 3 OBJ2, OBJ3, OBJ4
<b>2nd Partial Evaluation</b>	<b>SECOND PARTIAL EVALUATION TEST. Week 17th, 20/01/23, 12 to 14:30 hours</b>	<b>All Groups 12 to 14:30 hours</b>	<b>17 20/01/23</b>	<b>2nd Partial Evaluation</b>
<b>Recovery 1st and/or 2nd Partials</b>	<b>RECOVERY EVALUATION 1st &amp; / OR 2<sup>nd</sup> PARTIAL. Week 19th, 1/02/23 15 to 17:30 hours</b>	<b>All Groups 15 to 17:30 hours</b>	<b>19 1/02/23</b>	<b>Recovery 1st and/or 2nd Partials</b>

## Evaluation

### Tutorial action and Learning evaluation. Student assessment and qualification strategy

The Tutorial Action and the Evaluation System will have to represent the strategy proposed to ensure a good level of global learning within this subject, facilitating the student's understanding, solving personal problems, solving doubts, providing support, contrasting the level of learning, etc., which means having reached the competence assurance and achieving the objectives set out in it. To achieve this purpose, a strategy and activities based on the following operating scheme are proposed:

- A. Tutorial action throughout the semester.
- B. Personal self-evaluation of knowledge during the teaching process throughout the semester.
- C. Continuous evaluation, by partial checks, and recovery tests.

#### A. Tutorial action throughout the semester:

The tutorial action will be proposed in principle, to provide a personal space or groups with the purpose of helping, redirecting, solving problems, clarifying doubts and in general materializing the aforementioned "facilitator task" of the teaching staff in front of the students, so that can improve learning. In summary, the option of personal or group tutoring will be provided, for clarifying doubts or other purposes every Monday and Tuesday in a schedule established by mutual agreement between the students and the teaching staff, and will include the advice and clarification of doubts in the Contents Theoretical, Practical Activities, Case Studies, Problem Solving, etc.

#### B. Personal self-evaluation of knowledge throughout the semester:

This self-evaluation activity will consist of the proposal of a series of multiple-choice questions that the student will respond to the achievement of each theoretical topic of the subject, with the essential objective of evaluating, himself, the understanding of concepts, definitions and different contents of each topic, and in this way to be able to assess the level of learning achieved, and at least, go back and clarify doubts with or without the participation of the teacher.

#### C. Continuous evaluation, by partial checks, and recovery tests:

**-Gathering of information for the evaluation:** The work of case studies, problem-solving practices, activity reports and evaluation tests (exams) will be collected in the term and date of collection, agreed with the students.

**-With regard to the partial evaluation tests:** They will consist of a test with questions that will have 4 answer options.

The number of questions may vary and will be negotiated with the students. The initial proposal is about 30 to 40 multiple choice questions, with 4 answers (a, b, c, d) of which there will be only one correct. Most will be questions about concepts, definitions and theoretical contents. A proportion to negotiate will be about exercises (small problems or exercises to be performed) and the answers will include possible solutions.

**-The criteria that will be applied in % of weighting, to globally qualify the subject, are:**-The criteria to use in % bias to grade the two partial tests (the items 1 to 5 the first partial test and themes 6 to 10 the second partial test), which will not have the official test and the recovery test according to official exam times:

- First evaluation test (themes 1 to 5) of knowledge and skills in exercise resolution (the evaluation of knowledge, thematic understanding, the state of the arts, concepts, features and variables, simple exercise resolution, etc.)..... **40 %**
- Second evaluation test (themes 6 to 10) of knowledge and skills in exercise resolution (assessment of knowledge, thematic understanding, the state of the arts, concepts, features and variables, simple exercise resolution, etc.)..... **40 %**
- Presentation of practical activities, evaluation of class assistance, active participation and good attitude..... **20 %**

Either partial test will be approved with a minimum grade of 5 points. If the note is less than 5 points, the corresponding partial test with the recovery test must be retrieved.

## Bibliography

### Didactic resources. Materials and reference bibliography that is proposed to be used in this subject

In summary, the didactic resources that are proposed to be used in the teaching development of this subject are a series of resources and basic materials, developed "ad hoc" in relation to the competences, objectives and contents programmed in it, where PowerPoints are included, complementary notes, case studies, the self-assessment tests corresponding to each theoretical topic, and a series of recommended complementary bibliography.

### RESOURCES AND BASIC MATERIALS:

- Collection of PowerPoint files for most scheduled topics.
- Collection of notes in Msword (doc) or pdf format, to follow the topics and practical activities scheduled.
- Collection of self-assessment tests for monitoring and self-control of knowledge and thematic understanding.
- Sheets with exercises and practical activities that are proposed to be carried out and solved exercises of reference, case studies, etc.
- Electronic dossier where will be good part of the material used for the development and monitoring of the subject.

### COMPLEMENTARY BASIC BIBLIOGRAPHY:

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- Koontz H., Wehrich H., Cannice M. (2012). ADMINISTRACION: UNA PERSPECTIVA GLOBAL Y EMPRESARIAL. Ed. McGraw Hill, 14ª Edición. University of California L.A. (UCLA).
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