



Universitat de Lleida

DEGREE CURRICULUM  
**BUSINESS MANAGEMENT I**

Coordination: CLOP GALLART, MARIA MERCE

Academic year 2023-24

**Subject's general information**

<b>Subject name</b>	BUSINESS MANAGEMENT I			
<b>Code</b>	14416			
<b>Semester</b>	ANUAL CONTINUED EVALUATION			
<b>Typology</b>	Degree	Course	Character	Modality
	Master's Degree in Agronomic Engineering	1	COMPULSORY	Attendance-based
<b>Course number of credits (ECTS)</b>	4			
<b>Type of activity, credits, and groups</b>	<b>Activity type</b>	PRAULA		TEORIA
	<b>Number of credits</b>	2		2
	<b>Number of groups</b>	1		1
<b>Coordination</b>	CLOP GALLART, MARIA MERCE			
<b>Department</b>	ECONOMICS AND BUSINESS			
<b>Teaching load distribution between lectures and independent student work</b>	Face to face classes: 40% Student work: 60%			
<b>Important information on data processing</b>	Consult <a href="#">this link</a> for more information.			
<b>Language</b>	Catalan. If necessary, Spanish may be used both in teaching and in evaluation.			
<b>Distribution of credits</b>	50% theoretical and 50% practical credits			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
CLOP GALLART, MARIA MERCE	mariamerce.clop@udl.cat	4	By appointment

## Subject's extra information

The purpose of the subject of Business Administration is to provide the capabilities to achieve the training and professional skills to develop the competences described.

- The knowledge is acquired through: Theoretical and practical classes
- Discussion of literature or material of activities
- Continued assessment

## Learning objectives

Understand the principles, concepts and basic theories of business administration.

## 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 (UBN). 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 followed in the program is Koontz, Wehrich and Cannice (2012).

At the beginning of the class, a test on the knowledge of the topics discussed up to that moment will be carried out with the Campus Virtual Test tool. Each test includes the set of all the topics taught up to that day.

Each student team prepares a presentation of the topics corresponding to each session. The teacher chooses the groups that will present in each session. The topics presented are then discussed with the teacher and with the rest of the students.

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 supervised individual or group work activities (cooperative learning).

## Development plan

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

## Evaluation

### Continuous assessment

- The evaluation of the theoretical and practical competences will be carried out from grades of the following evaluation blocks: 1. Tests i Qüestionaris tool tests (30%), 2. Expositions (40%), 3. Discussion of literature or material of the activities (20%) and 4. Attendance (10%).

### Alternative evaluation

- The students have to take a global exam with a weight of 100%.

### Plagiarism

- In accordance with article 9 of the UdL assessment regulations, the students cannot use means not allowed or fraudulent mechanisms during the evaluation activities. In case of copy and/or plagiarism, the activity will be withdrawn and failed. It may consequently lead to the incitation of disciplinary proceedings.
- Article 43 of the UdL Coexistence Regulations describes the applicable sanctions, which include, among others and depending on the seriousness of the offense, the loss of the right to be evaluated in the subject, the loss of enrollment for one semester or a course or expulsion of up to three years.

## Bibliography

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