



Universitat de Lleida

DEGREE CURRICULUM
BUSINESS ADMINISTRATION

Coordination: BUIXADERA MIRO, JORDI

Academic year 2023-24

Subject's general information

Subject name	BUSINESS ADMINISTRATION			
Code	14529			
Semester	1st Q(SEMESTER) CONTINUED EVALUATION			
Typology	Degree	Course	Character	Modality
	Master's Degree in Industrial Engineering	2	COMPULSORY	Attendance-based
Course number of credits (ECTS)	6			
Type of activity, credits, and groups	Activity type	PRAULA		TEORIA
	Number of credits	3		3
	Number of groups	1		1
Coordination	BUIXADERA MIRO, JORDI			
Department	ECONOMICS AND BUSINESS			
Teaching load distribution between lectures and independent student work	40% Face to face 60% Self work			
Important information on data processing	Consult this link for more information.			
Language	Catalan, Spanish, English.			
Distribution of credits	6 ECTSs Face to face 9 ECTSs Self work			

Teaching staff	E-mail addresses	Credits taught by teacher	Office and hour of attention
BUIXADERA MIRO, JORDI	jordi.buixadera@udl.cat	3	
BUIXADERA MIRO, JORDI	jordi.buixadera@udl.cat	0	
TOUS MAYORAL, CONXA	conxa.tous@udl.cat	3	

Subject's extra information

The course aims to show students how to manage business and which already scientifically proven techniques are used to carry it out . The students must be able to identify any problems and corporate improvement plan to fix it.

It must also be able to encourage their creativity and have a strategic vision of the society and economy evolution. It is also expected to see all the contents in a globalization context.

Learning objectives

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

Competences

Basic competences:

- CB3 To be able to integrate knowledge and face complexity in order to make judgements from an information that, being incomplete or limited, it would include issues of social and ethical responsibilities directly related to the application of this knowledge and judgements.

EPS **General** competences:

- CG2 Capacity to consider the socioeconomic context as well as the sustainability criteria in the engineering solutions.
- CG3 Capacity to convey information, ideas, problems and solutions both to a specialised and no specialised public.
- CG10 To make strategic planning and apply it to construction, production and quality systems and to environmental management.
- CG11 To manage both technically and economically projects, installations, plants, companies and technological centres.
- CG12 To be able to execute functions of general management, technical management and management of R&D projects in plants, companies and technological centres.

Specific competences set in ORDEN CIN/311/2009, february:

- CE16 Knowledge and skills to organise and manage companies.
- CE17 Knowledge, strategy and planning applied to different organisational structures.
- CE18 Knowledge of mercantile and labour laws.

- CE19 Knowledge of financial and costs accountancy.
- CE23 Capacity for research development and technological innovation management.

Subject contents

Topic 1 Administration: science, theory and practice

Definition of administration: its nature and purpose

Henri Fayol, the father of modern management theory

Inputs and applicants

Functions of the Manager

Chapter 1 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 2 Administration and society: external environment, social responsibility and ethics

Operate in a plural society

Technological environment

Ecological environment

Managers' social responsibility

Ethics in administration

Trust as the basis of change management

Chapter 2 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 3 Global, comparative and quality administration

International administration and multinational corporations

Alliances between countries and economic blocs

International administration: cultural differences and between countries

The Porter's competitive advantage of the nations

Chapter 3 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 4 Essential elements of planning and management by objectives

Types of plans

Planning steps

Objectives

Evolving concepts of management by objectives

Chapter 4 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 5 Strategies, policies and planning premises

The nature and purpose of strategies and policies

The strategic planning process

The SWOT matrix: modern tool for situation analysis

Portfolio matrix: a tool for allocating resources

Main types of strategies and policies

Hierarchy of company strategies

Porter's Generic Competitive Strategies and Industry Analysis

Planning assumptions and forecasts

Chapter 5 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 6 Decision making

The importance and limitations of rational decision making

Development of alternatives and the limiting factor

Evaluation of alternatives

Selecting an alternative: three approaches

Scheduled and unscheduled decisions

Decision making under conditions of certainty, uncertainty and risk

Creativity and innovation

Chapter 6 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 7 Nature of the organization, entrepreneurship and reengineering

Formal and informal organization

Organizational division: the department
Organizational levels and administrative management
Organizational environment for the entrepreneurial and intrapreneurial spirit
Organization reengineering
The structure and process of organizing
Basic questions to ask by an effective organization
Chapter 7 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 8 Structure of the organization: departmentalization

Departmentalization by company functions
Departmentalization by territory or geographic
Departmentalization by customer group
Departmentalization by product
Matrix organization
Strategic business units
Organizational structures for the global environment
The virtual organization
The organization without borders
Choice of the departmentalization model
Chapter 8 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 9 Line authority, staff personnel, delegation of decision-making power and decentralization

Authority and power
Delegation of decision-making power
Concepts of line authority, staff personnel, and functional authority
Decentralization of authority
Delegation of authority
The art of delegating
Recentralization of authority and balance as keys to decentralization
Chapter 9 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 10 Effective organization and organizational culture

Avoid Mistakes When Organizing Through Planning
Avoid organizational inflexibility
The need for readjustment and change
Make effective the work of the staff
Understand authority relationships
Avoid conflict through clarification
Ensure understanding of the organization
Promote an appropriate organizational culture
Chapter 10 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 11 Human factors and motivation

Human factors in administration
Motivation
One of the earliest behavioral models: McGregor's theory X and theory Y
Maslow's Hierarchy of Needs Theory
Alderfer's ERG theory
Herzberg's motivation-hygiene theory
Expectation theory of motivation
Equity theory
Goal setting theory of motivation
Skinner's reinforcement theory
McClelland's Motivation Needs Theory
Special motivation techniques

Job enrichment

Motivation's systemic and contingent approach

Chapter 14 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 12 leadership

Define leadership

Leadership components

Focus on Characteristics of Leadership

Focus on charismatic leadership

Behavior and leadership styles

Situational or contingency approach to leadership

Transactional and transformational leadership

Chapter 15 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 13 Committees, teams and group decision-making

Nature of committees and groups

Reasons for using committees and groups

Disadvantages and misuse of committees

The successful operation of committees and groups

Additional group concepts

Teams

Conflict in committees, groups and teams

Chapter 16 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Topic 14 Communication

Purpose of communication

Communication process

Communication in the organization

Barriers and interruptions to communication

Towards effective communication

Electronic media in communication

Chapter 17 Koontz, H.; Weirich, H.; Cannice, M. (2012)

Unit 15. Introduction to the concept of organization. The Organization as a directive function. Fundamental questions of the Theory of the Organization. Main contents.

Chapter 1 Aramburu, N.; Rivera, O. (2010)

Topic 16. Main organizational problems. Organizational Structure Design. The problems of the Organization. The organizational problems of the Staff bodies. The problem of decentralization.

Chapter 2 Aramburu, N.; Rivera, O. (2010)

Topic 17. Organizational models. Main organizational models. New organizational models.

Chapter 3 Aramburu, N.; Rivera, O. (2010)

Bibliography:

Koontz, H.; Weirich, H.; Cannice, M. (2012). Administration. A global and business perspective. McGrawHill.

Aramburu, Nekane; Rivera, Olga (2010). Organization of companies. Deusto Publicaciones (UdL online resource).

Methodology

The texts that are followed in the subject are: Koontz, Weirich i Cannice (2012) and Aramburu and Rivera (2010), according to the program and programming of the course's teaching guide.

Each topic will be developed from presentations made by students, which are organized in groups of 3 or 4 people. Two or three presentations will be made in each session and the participation in the discussion of all the students will be positively considered.

The groups that carry out the oral presentation are randomly chosen in each class. The oral presentation can be

made by all the members of the group or by some of them.

All the groups prepare the presentations of the topics, which will be posted in the corresponding folder of the Virtual Campus, prior to the class.

The presentations will contain approximately 20 slides to be displayed in about 20 minutes.

Tests of about 10 questions will be carried out in class, with the Virtual Campus tool. Each test will contain the set of lessons exposed up to the date of the test.

In the classes planned for this, the indicated readings will be exposed.

Bibliography:

Koontz, H .; Wehrich, H .; Cannice, M. (2012). Administration. A global and business perspective. McGrawHill.

Nekane Aramburu; Olga Rivera (2010). Organization of companies. Deusto Publications (UdL online resource).

Development plan

Please find the temporary programming at the Virtual Campus of the subject.

Evaluation

The Campus Virtual Tests account for 40% of the grade.

The presentations account for 40% of the grade.

The discussions carried out in class account for 20% of the grade.

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 assessment activities have a weight lower than 30% of the final mark, the recovery exam can be only performed by the students that have requested the alternative assessment.

Bibliography

Aramburu, N.; Rivera, O. (2010). Organización de empresas. Deusto Publicaciones (recurs en línia UdL).

Badawy, M.K. (1976). Towards better management of research organizations. SRA Journal, Fall: 9-15.

Koontz, H.; Wehrich, H.; Cannice, M. (2012). Administración. Una perspectiva global y empresarial. McGrawHill.

Sapienza, A.M. (2005). From the insider: scientists' own experience of good (and bad) management. R&D Management 35, 5: 473-482.