



1.- SUBJECT FACT SHEET

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Title	MANAGEMENT
Reference N°	
Degree	E-3 Analytics
Year	ONE
Semester	FIRST
ECTS credits	6
Nature	MANDATORY
Department	Business Management
Area	Business Organization
University	Universidad Pontificia Comillas
Schedule	
Professor	Guillermo Barral
Description	Management is an introductory subject which covers company aspects and values along with a detailed analysis of production subsystems and economic factors for any given business. During the second half of the semester, special emphasis on organization and planning and control will be made in an effort to teach students how to create a business plan.

Professor's information	
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Appointments	On demand

2.- SPECIFIC SUBJECT DATA

Context	
Contribution of the degree towards job profile	
After having taken Fundamentals of Management, the student will be familiar with all aspects of a company, including the reason behind its existence, the role it plays in society, and its organization. He/she should also have a clear understanding of the challenges that the present-day business environment represents for Management and Business Administration.	
Pre-requisites	
None	

3.- AGENDA AND SUBJECT MATTERS

Program
TOPIC 1: The Enterprise
Subject 1: Business and Business Management
1.1 Concept of an Enterprise and its organization 1.2 The Enterprise as an open system 1.3 Working subsystems within an enterprise 1.4 Business management 1.5 Work environment
Subject 2: Management yesterday and nowadays
2.1 Brief history of Management 2.2 Challenges and constraints 2.3 Social responsibility
Subject 3: Company values
3.1 Definition of business culture 3.2 Factors which influence business culture 2.3 Company values and mission
Subject 4: Quality and production
1.1 Production strategies and production line management 1.2 Tools for decision making 1.3 Quality management and its tools
Topic 2: Management, organization, planning and control
Subject 1: Management
1.1. Management Schools 1.2. Management by objectives (MBO) 1.3. International Companies Management: Globalization, diversity and other issues 1.4. Family companies management
Subject 2: Organization
2.1 Concept and parts of an organization 2.2 Organizational design 2.3 Dimensions of an organizational design 2.4 Organization methodology 2.5 Organizational change. Change and knowledge management
Subject 3: Goals, planning and control
3.1 Company goals: concept and nature 3.2 Company plan: concept and nature 3.3 Control within the company 3.4 Planning and control systems
Topic 3: Setting up a business
Subject 1: The management of new businesses
1.1 The context and dexterity of the entrepreneur 1.2 Business plan 1.3 Founding 1.4 Organization 1.5 Management and control

4.- GOALS

Skills
General skills obtained from the course
Abilities
CGI 1. Analyze and synthesize CGI 2. Problem-solving and decision-making CGI 3. Organization and planning

CGI 4. Manage information coming from several sources	
CGI 5. Satisfactory oral and written communication in one's mother tongue	
Interpersonal skills	
CGP 6. Interpersonal skills: listening, discussing and debating	
CGP 7. Leadership qualities and teamwork	
CGP 8. Ability to both criticize and self-criticize	
CGP 9 Ethical commitment	
CGP 10 Recognition and respect towards diversity and multi-culturalism	
Methods	
CGS 11. Ability to learn and work on one's own	
CGS 12. Initiative and "business mind"	
Specific skills obtained from the subjects	
CE 13. Knowledge and understanding of the main concepts of business management and the ability to put them into practice	
Results of the subject matters: concepts (knowledge), methods (know-how) and Outlook (attitude)	
CE13.1	Knowledge of the main concepts of problema-analysis and decisión-making
	RA1 <i>Explain the main concepts of the process of problem-analysis and decision-making</i>
CE13.2	Knowledge of the influence economic currents have on business administration
	RA1 <i>Investigate the origins and the methodology of economics schools</i>
CE13.3	Knowledge of the Department of Production's goals
	RA1 <i>Explain the importance of value chain management</i>
	RA2 <i>Design a quality management system</i>
CE13.4	Knowledge of the power of a leader and a motivator within a company
	RA1 <i>Explain the characteristics of a good leader</i>
CE13.5	Knowledge of the organizational system of a company
	RA1 <i>Describe the concept and elements of a company</i>
	RA2 <i>Identify the different styles of company organizations</i>
CE13.6	Knowledge of company goals and planning and control
	RA1 <i>Learn how a company Works and become familiar with its goals</i>
	RA2 <i>Discover the planning needs of a company</i>
CE13.7	Knowledge on how to set up a business
	RA1 <i>Recognize its impact on the global economy</i>
	RA2 <i>List the characteristics of a person with a business mind</i>
CE13.8	Knowledge of a company's values
	RA1 <i>Formulate the different aptitudes of an ethical business model</i>

5.- TEACHING METHOD

General teaching aspects of the subject

The subject is of a very practical nature and focuses on the student, fomenting his/her autonomy and active participation in learning with the purpose of developing the necessary skills in order for him/her to work with ease as a professional. In order to hone the skills described former in this document, the following activities should be carried out:

Class Attendance Method: Training Activities	Skills
AF1. Magister lessons in which the Professor will present the main concepts in a clear, structured, and motivating way, frequently through the use of audiovisual material.	CGI 1. CGI 3. CGI 5.
AF2.Classes with Active Participation. Lectures in which the Professor explains basic concepts and in which students are expected to discuss and debate conflictive or unclear points. The Professor will include dynamic presentations and require students to participate either spontaneously or having had previously prepared written answers.	CGI 4. CGI 3. CGI 5.

AF6. Case studies stemming from a brief Reading by the Professor, which will enable the students to apply the knowledge they have acquired and hone their debate skills. The case studies will be based on a selection of materials specifically geared toward the subject matter, enabling the student to acquire the proper reflexes to both confront and solve problems. Teamwork is suggested.	CGP 10. CGP 12. CGI 2. CGP 11.
AF7. Student presentations. Presentation and defense of a particular topic. May be either individual or group. Evaluations will be based on conceptual organization, mastery of the subject, clarity, order of the different stages and, in the case of group presentations, active collaboration of each of the team members.	CGP 12. CGI 3. CGI 6.
Self-study Method: Training Activities	Skills
AF8. Individual study and further documentation which the student will carry out in order to understand, elaborate and retain material of a scientific nature, enabling him/her to apply it in his/her professional career. Individual reading (bibliography) and notes of all kind (books, magazines, the press, Internet publications, reports...) related to the subject material may be used. Students may find related material and documentation on the University website.	CGI 1. CGI 3. CGI 4. CGI 5.
AF11. Academic tutoring may be carried out either individually or in small groups in order to 1) solve any problems which may have arisen during the course and/or 2) observe the student's/student's understanding of the material studied.	CGI 6. CGI 3. CGI 4. CGI 1.
AF12. Theme investigation. Learning procedure among team members which requires research, cooperation and the sharing of information in order to reach a common goal. Individual goals are met if and only if the other team members meet their goals as well.	CGI1.
AF15. Group reading. Reading and analysis of relevant texts, including exercises designed to evaluate the student's/student's comprehension.	CGP 11. CGP 12.

7.- EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Actividades de evaluación	CRITERIOS	PESO
Final written examination		50%
Evaluation of group theme or topic		20%
Evaluation of responsible learning		10%
Evaluation of individual work and study and study habits		20%

It is necessary to get a 5.0 on the exam and on the training activities to pass the course

8. RECOVERY EXAMINATION IN JULY

For students which have failed the year-end examination:

- Examination: 50%
- Continuous evaluation of yearly work: 50%

9. BIBLIOGRAPHY

Main Guide: **Management** by Stephen Robbins and Mary Coulter (Twelfth Edition, Pearson)

Another material will be used on the sessions: readings, films, cases studies.