



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Business Management during the XXI Century
Subject code	E000005969
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Segundo Curso] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Segundo Curso]
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	José Luís Fernández Fernández
Office hours	Check with the teacher for the schedule

Teacher Information	
Teacher	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>For those who aspire to lead and manage companies professionally in the 21st century, it is essential to know the basic keys of where we come from (historical element of management and the company); where we are (challenges of the present: globalization, development of technology, environment, social aspects,...); and what scenarios can be anticipated in the immediate future in which they will exercise their professional work (economy of knowledge, entrepreneurship, innovation, Fourth Industrial Revolution: Macrodata, Analytics, Artificial Intelligence, Internet of Things, Robotics...).</p> <p>What are the main challenges for the management of organizations in the 21st century? This question will explore some of the key issues on the current agenda of management professionals, in order to provide students with a better understanding of the challenges and new agendas they will face in their careers.</p>



It is based on the recognition of the drastic transformation that economic activity and the organizations that participate in it have experienced over the last decades, marked by phenomena such as globalization, transnational strategic alliances, outsourcing, technological innovations, the digital revolution and the environmental and social challenges of increasingly demanding and informed communities. In the face of this, the role of managers has been transforming to adapt to the new and changing context.

The organizations in which they will have to work have changed in size and organizational structure. Their management style has to adapt to an increasingly dispersed and heterogeneous human capital. In this framework, topics such as new management parameters in the knowledge and information economy, management of diversity (cultural and gender), sociology of entrepreneurship and social entrepreneurship, the balance between tradition and innovation, the impact of new political realities and environmental challenges, as well as the reflection of these and other issues in management training in universities and business schools are addressed.

Prerequisites

None in particular.

Competencies - Objectives

Competences

GENERALES

CG02	Resolución de problemas y toma de decisiones	
	RA1	Identifica y definir adecuadamente el problema y sus posibles causas
	RA2	Estudia alternativas posibles valorando correctamente el alcance de cada una
	RA3	Decide cuál es la alternativa más adecuada para resolver el problema
CG04	Capacidad de gestionar información proveniente de fuentes diversas	
	RA1	Busca y utiliza documentación de distintas fuentes, proveniente de diversas vías, para sus actividades de aprendizaje, discriminando conforme a su valor y a la utilidad de cada una de ellas
	RA2	Desarrolla pensamiento crítico, cuestionando la información gestionada, generando conclusiones y puntos de vista propios
	RA3	Es claro, preciso, exacto y relevante en el uso de la información, profundizando con lógica e imparcialidad
CG05	Conocimientos generales básicos sobre el área de estudio	
	RA1	Explica los aspectos clave de las materias de estudio



CG10	Capacidad de liderazgo y trabajo en equipo	
	RA1	Forma parte de un equipo de trabajo desempeñando un papel efectivo
	RA2	Comunica sus ideas de manera efectiva y argumentada
	RA3	Orienta el trabajo hacia la calidad del resultado final en el contexto del equipo
CG13	Reconocimiento y respeto a la diversidad y multiculturalidad	
	RA1	Conoce y respeta la perspectiva de otras perspectivas culturales y sociales
	RA2	Reconoce la diversidad cultural y humana, apreciando su amplitud y valor
ESPECÍFICAS		
CE12	Conocimiento y comprensión de los determinantes básicos del comportamiento humano en las organizaciones y del éxito directivo, practicando su aplicación para permitir al alumno mejorar sus habilidades como gestor de personas	
	RA1	Diseña correctamente un Profesiograma completo: las aptitudes, actitudes, inteligencia emocional, personalidad y valores; necesarios para un determinado puesto de trabajo
	RA2	Sabe diagnosticar las necesidades motivacionales de sus colaboradores y satisfacerlas estableciéndoles objetivos y rediseñando sus puestos de trabajo
	RA3	Es capaz de afrontar un proceso de selección profesional realizando correctamente su cv, desempeñado un papel de liderazgo en las dinámicas de grupo y dando su mejor imagen en las entrevistas personales
CEOPT	Conocimiento y comprensión de los temas y retos claves para la dirección de las organizaciones en el siglo XXI	
	RA1	Conocer y comprender los condicionantes históricos de la dirección de las organizaciones, así como las respuestas que se han ido originando en las empresas a lo largo del tiempo como consecuencia de la evolución y la revolución en su entorno
	RA2	Conocer y comprender los temas esenciales que marcarán la agenda de la dirección de las organizaciones en el siglo XXI
	RA3	Mostrar sensibilidad y pensamiento crítico ante los retos que tendrá que afrontar en el ejercicio de su carrera profesional



THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

Block I: Lessons from the past

1. Business and Management Foundations: the Organizational Purpose and its Historical Configurations
2. Management models and paradigms: from the origin of Management, to the Modern Company
3. Business and management from 1970 to the post-crisis years 2007-2015 and the new reality after the Sars-cov 2 pandemic

Block II: Diagnosis of the present

1. Administrating and managing companies in a VUCA environment: Globalization, Geoeconomics, Geopolitics and Geostrategy
2. Factory World: Integrated Value Chains and Connected Industry, Industry 4.0
3. The Fourth Industrial Revolution: Data, Analytics, Artificial Intelligence, Internet of Things and Robotics

Block III: Challenges for the future

1. Rethinking the Economy and Economic Growth: Circular Economy, Collaborative Economy, and Innovative Entrepreneurship
2. Agenda 2030, the Sustainable Development Goals and the challenge of Sustainability
3. New business models and innovative companies with prospects of positive impact on society

TEACHING METHODOLOGY

General methodological aspects of the subject

Face-to-Face Methodology: Activities

The classes will be of a participatory nature. Classroom discussions will be fed by the reading of articles and/or monographs, by the teacher's master classes, as well as by the interventions of guest speakers. The conclusions should be collected and commented on in writing after each lecture, as indicated.

The students will prepare a video presentation as a group, which will show a research work about how some of the challenges of the business activity are faced, given the conditions of the current environment.

The assessment of the learning of the subject will be completed with a final exam.

Lessons of an expository nature.

Analysis and resolution of cases and individual and group exercises.

Oral presentation of a group work.

CG02, CG04, CG05, CG10, CG13, CE12, CEOPT

Non-attendance Methodology: Activities



Individual tasks of the reference documentation.
 Comments on guest speaker presentations.
 Collective research work and elaboration of a video.

CG02, CG04, CG05, CG10, CG13, CE12, CEOPT

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de carácter expositivo	Exposición pública de temas o trabajos	Ejercicios y resolución de casos y de problemas
30.00	8.00	22.00
NON-PRESENTIAL HOURS		
Estudio individual y/o en grupo y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos	Ejercicios y resolución de casos y de problemas
45.00	25.00	20.00
ECTS CREDITS: 6,0 (150,00 hours)		

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Final Exam (SE1) Written test at the end of the course, where the student must answer questions of knowledge and understanding of the the whole subject. The final exam will consist of two parts: one, in the form of an objective test - type test- and another, for comment.	<ol style="list-style-type: none"> 1. Mastery of knowledge. 2. Clarity and conciseness of the presentation. 3. Ability to relate knowledge for an overall understanding. 	40 %
Individual written comment (SE4), by a maximum of one thousand (1,000) words, that each student must to present in time and form that will shall indicate, in due course, of the following	<ol style="list-style-type: none"> 1. Punctuality of delivery and adaptation to the guidelines established by the professor. 2. Capacity for synthesis and identification of the structure of the work to be recension. 3. Critical analysis of the information that 	20 %



monograph: FERNÁNDEZ FERNÁNDEZ J.L. (2016). Capitalismo. ¿Bastan las leyes del mercado para regular la economía? Digital Reasons: Madrid.	the monography supplies. 4. Ability to relate the knowledge gained from the comprehensive reading of the monograph proposal, with other areas and disciplines of the Degree.	
Evaluation of the work of collective research (SE5) and Group presentation (SE2) Group presentation of a paper by research whose by-product, in all In case, it should be one of five videos and about ten minutes, about some aspect connected with the matter that previously each group agrees with the professor.	1. Originality, innovation, justification and mastery of the chosen subject. 2. Quality of the video (theme, editing...). 3. Adequate conceptual organization. 4. Clarity of presentation. 5. Active collaboration and involvement in the group dynamics.	20 %
Class attendance and participation (SE3)i, both in the ordinary classes, as well as in the sessions that, eventually have guest speaker(s) Attendance and active participation of the student in the classroom.	Providing views reasoned from theoretical study. 2. Ability to associate concepts and holding points of view, as a result of their learning. 3. Ability to debate, arguing in an orderly manner and by applying listening active. 4. Openness to other points of view and ability to vary their initial criteria.	20 %

Ratings

1. Incurring a serious academic fault, such as plagiarizing previously published materials or copying in your exam or other evaluated activity, will imply not being able to pass the course in the ordinary call.
2. Non-attendance activities that require the submission of an assignment will be presented in the form and within the time limit established by the teacher. No deliveries will be accepted after the established date. In case of failure to comply, it will be considered as "Not presented".
3. In order to successfully pass the course, it will be necessary for the students to pass each of the parts that make up the final mark separately and independently: exam, group presentation, monographs and participation and attendance. Otherwise, the student will be marked as "Suspenso" in the final grade.



4. In order to be evaluated in the subject, the student cannot have missed more than 30% of the classes unjustifiably. If this requirement is not met, the student will lose the ordinary summons (art. 93.1 of the General Regulations).

5. In the event of a failure in the ordinary call, the student must attend the extraordinary call in order to take an oral or written exam, following the teacher's instructions. This examination will replace the failed part(s) of the ordinary convocation.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

The following monograph is a compulsory reading, which, in addition, will have to be dealt with in a review - individual work- to be submitted on the date indicated at the beginning of the course:

FERNÁNDEZ FERNÁNDEZ, J.L. *El Capitalismo. ¿Bastan las leyes del mercado para regular la economía?*, Digital Reasons, Madrid, 2020. Tercera edición.

Complementary Bibliography

The teaching staff will provide, in due course, through the digital platform, the necessary reading references for the monitoring of the subject, as well as videos that should be visualized as indicated.

However, some reference manuals and documents are detailed below:

DRUCKER, P., *Management challenges for the 21st century*. HarperCollins, 2001.

FERNÁNDEZ FERNÁNDEZ, J.L., *Empresa y gestión sostenible. Hacia una ética del management*. Digital Reasons, Madrid, 2018.

HAENLEIN, M., & KAPLAN, A. (2019). *A brief history of artificial intelligence: on the past, present, and future of artificial intelligence*. California Management Review.

KAUFMANN, H, & SHAMS, S.M.R. (Eds.), *Entrepreneurial challenges in the 21st century Creating stakeholder value co-creation*, Palgrave Macmillan, 2016.

MICHELI, J. et al. (Eds.), *Conocimiento e Innovación: retos de la gestión empresarial*, Plaza y Valdés, Mexico, 2008.

MICKLETHWAIT, J. y WOOLDRIDGE, A., *La empresa. Historia de una idea revolucionaria*, Mondadori, Barcelona, 2003

SCHWAB, K., *The fourth industrial revolution*, World Economic Forum, 2016.

SKILTON, M., & HOVSEPIAN, F. (2018). *The 4th industrial revolution. Responding to the impact of the artificial intelligence on business* . Palgrave macmillan.

WILSON H. J., & DAUGHERTY, P. R. (Julio de 2018). *Collaborative Intelligence: Humans and AI Are Joining Forces*. Retrieved from Harvard Business Review : <https://hbr.org/2018/07/collaborativeintelligence-humans-and-ai-are-joiningforces>



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Syllabus
2020 - 2021

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