



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Fundamentals of Management
Subject code	DOI-ADE-121
Main program	<a href="#">Bachelor's Degree in Business Administration and Management (E-2)</a>
Involved programs	Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [First year] Grado en Administración y Dirección de Empresas y Grado en Análisis de Negocios/Business Analytics [First year] Grado en Ingeniería en Tecnologías Industriales y Grado en Administración y Dirección de Empresas [First year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	6,0 ECTS
Type	Compulsory
Department	Departamento de Gestión Empresarial
Coordinator	Laura Gismera Tierno
Schedule	For this purpose, consult the timetables of the different groups and degrees in which it is taught
Office hours	Request a tutorial in advance by email
Course overview	ANECA: To introduce students to the world of the company, its organization and functional areas, and to the essence of its relations with the environment. Understanding the company as an open system, we reflect on the keys to its existence, its functioning, its analysis from the economic point of view and the singularities of different types of companies. The main aspects of business management will also be discussed, such as relations with the environment, the importance of the figure of the entrepreneur, decision making in the different functional areas, the fundamentals of business competitiveness, objectives, planning, organization and control. Making decisions in a different way. The change in decision-making processes associated with Big Data: the use of real-time analytics. Presentation and use of different data analytics tools (or combinations of several of them) oriented to information visualization.

Teacher Information	
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## SPECIFIC DATA OF THE SUBJECT

### Contextualization of the subject

#### Contribution to the professional profile of the degree

After taking the Business Management course, the student will be able to understand what a company is, what its *raison d'être* is, what role it plays in society and how it is organized. They will also be able to understand the steps involved in the formulation, implementation, evaluation, and control of strategies.

In order to be able to carry out the formulation, implementation, evaluation, and control of strategies, the student will acquire the necessary capacity to analyze the company internally and externally. This will allow him/her to detect the company's main strengths and weaknesses, as well as the threats and opportunities it faces in the market, facilitating the establishment of SMART objectives and the implementation of appropriate strategies to achieve them.

After the course, students will be able to understand one of the main evaluation and control tools used by a large percentage of companies for the evaluation and control of objectives. Likewise, students will learn the importance of ethical, social responsibility, and sustainability aspects in all processes of formulation, implementation, evaluation, and control.

Finally, the student will be able to demonstrate all the knowledge acquired through the elaboration of a business plan based on the Business Model Canvas in which all the concepts applied throughout the course will be taken into account.

Note: The student will be able to see the importance of business analytics in each and every aspect surrounding a company.



## Prerequisites

None

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG1</b>	Adquirir una base de conocimientos sólida y relevante sobre la disciplina científica y empresarial	
	<b>RA1</b>	Identifica, define y explora las problemáticas concretas del área de estudio de manera lógica y coherente dentro de un marco analítico adecuado
<b>CG2</b>	Capacidad de gestionar información y datos provenientes de fuentes diversas para hacer un análisis crítico y un correcto diagnóstico de la realidad empresarial.	
	<b>RA1</b>	A partir de la información y datos obtenidos de fuentes diversas, identifica problemas empresariales determinando, el origen/las causas de los mismos
	<b>RA2</b>	Es capaz de realizar dicho proceso de diagnóstico dando y recibiendo feed-back de forma asertiva, que ayude a incrementar la integración y la confianza en los equipos de trabajo.
<b>CG3</b>	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos	
	<b>RA1</b>	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa
	<b>RA2</b>	Aplica los conceptos matemáticos y técnicas cuantitativas y cualitativas de análisis de datos necesarios para la resolución de problemas empresariales y apoyar el diagnóstico y toma de decisiones en la empresa.
<b>CG4</b>	Capacidad para liderar de manera positiva personas y equipos de trabajo que, impulsen proyectos empresariales innovadores dando respuesta así, a las nuevas oportunidades de negocio, mediante soluciones creativas	
	<b>RA1</b>	Lidera positivamente personas y equipos de trabajo generando soluciones innovadoras para los problemas y oportunidades empresariales detectadas. RA2 Pone en práctica estrategias y tácticas creativas requeridas en los procesos de innovación, en las que participan todos los miembros del equipo, tratando siempre de alcanzar acuerdos y objetivos comunes.

#### ESPECÍFICAS

<b>CE3</b>	Comprensión de los fundamentos de la dirección y la gestión empresarial y capacitación del alumno para analizar la problemática empresarial a través de las funciones directivas	
	<b>RA1</b>	Comprende qué es una empresa, cuál es su razón de ser y qué papel desempeña en la sociedad.



RA2	Identificar y valorar críticamente prácticas de dirección y gestión empresarial significativas en casos reales.
RA3	Identificar y responder a los distintos factores del entorno que afectan a la empresa.

## THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks	
<b>TOPIC 1: The Firm</b>	
<b>Subject 1: Vision and mission of the firm</b>	
<b>TOPIC 2: The environment of the enterprise</b>	
<b>Subject 2: The Internal Audit and Main Functional Areas</b>	
<b>Subject 3: The External Audit</b>	
<b>TOPIC 3: Business Management</b>	
<b>Subject 4: Strategy Implementation and Evaluation</b>	
<b>TOPIC 4: The Society and the Firm. Ethics and Social Corporate Responsibility.</b>	
<b>Subject 5: Vision and mission of the firm</b>	
<b>TOPIC 5: Business Plan</b>	
<b>Subject 6: How to write a business plan based on Business Model Canvas</b>	

## TEACHING METHODOLOGY

General methodological aspects of the subject
<b>In-class Methodology: Activities</b>
<p><b>AF1. Master class lessons</b> in which the teacher will present the main contents in a clear, structured way and seeking the motivation of the student at all times through the support of PowerPoint transparencies, videos, audios, visualizations, etc.</p> <p><b>AF2. Participatory sessions of an expository nature.</b> In each master class, the master class will be combined with the debate and/or discussion on the topic in question corresponding to each class. This requires the student to be prepared to discuss the subject of study and the readings, videos, or audios that will be indicated to the student in advance.</p> <p>The teacher will lead the presentation of the basic notions, with the active and collaborative participation of the students, who will discuss and debate the dark points or nuances that are relevant to the correct understanding of the contents. It will include practical cases as the backbone of the presentation of ideas and content, dynamic presentations, and the formal or spontaneous participation of students through various activities.</p> <p>Active participation in the classroom is an excellent tool to enhance the learning of the student who participates and his or her peers present in the classroom. A productive learning environment requires that everyone in the classroom be actively involved.</p> <p><b>AF3. Individual test resolution.</b> Students will be given short questionnaires about the subject matter dealt with in class to see their degree of progress in the subject</p>



**AF4. Cooperative Learning:** The goal of this activity is to encourage cooperative work in groups of 4-6 people. The aim is to promote the autonomy and motivation of learning thanks to the shared responsibility. Application of real tools.

**AF6. Analysis and resolution of cases** proposed by the teacher, based on a brief reading, a material prepared for the occasion, or any other type of data or information that allows the application in practice of the theoretical knowledge acquired, and favors the development of the critical thinking capacity of the student. They are based on the selection of professional materials adapted to the subject, with the aim of training the student to solve real problems and to acquire several capacities to react to unexpected situations and approaches.

**AF7. Public exhibition of topics or works.** Presentation and defense of their work in front of the teacher and the rest of their classmates. It takes place individually or collectively. It will be valued the conceptual organization, the domain of the treated matter, the expositive clarity, the respect and rationality of the different phases. In the case of being a collective exercise, the active collaboration of each one of the members of the team will be required.

### Non-Presential Methodology: Activities

**AF8. Individual study and extension of the documentation** that the student carries out to understand, re-elaborate and retain scientific content with a view to a possible application in his/her profession. Individual reading of texts (bibliography) and notes of different types (books, magazines, individual articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects of study.

**F11. Academic tutoring,** for the resolution of problems that may have arisen in the course of learning the subject or in the process of acquiring the corresponding skills, as well as for the supervision of the student's progress in his/her work.

**AF12. Monographic research.** A cooperative learning procedure that starts with the assignment of students to teams and the approach of a task that requires research, sharing of information and resources among team members in order to achieve the common goal. Individual objectives are achieved if and only if others achieve theirs, so there is a great deal of personal interdependence in achieving the goals.

### SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas		
15.00	40.00		
NON-PRESENTIAL HOURS			
Ejercicios y resolución de casos y de problemas	Sesiones tutoriales	Estudio individual y/o en grupo y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos
25.00	10.00	40.00	20.00
<b>ECTS CREDITS: 6,0 (150,00 hours)</b>			

### EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight



<b>Final exam</b>	Students should be able to answer clearly and precisely different sorts of questions	50
<b>Evaluation of group theme and case studies</b>	Participation during case studies discussion and analytical and problem-solving skills connected to such case studies.	30
<b>Class quizzes and exercises</b>	Students should be able to answer different sorts of questions connected to the lectures.	10
<b>Participation in lectures</b>	Active participation during lectures	10

## Ratings

### ORDINARY CALL:

The final grade of the course is the sum of:

- Theoretical-practical final exam (50%).
- Continuous evaluation (50%)

In order to pass the course, a minimum grade of 5 must be obtained in each of the parts (i.e. continuous evaluation and final exam).

**ORDINARY CALL** - Students with an exemption from the university

It will be the student's responsibility to communicate his/her situation by mail to the corresponding teacher during the first month of the course.

Ordinary theoretical-practical exam with a value of 100%. In order to optimize their results in this exam, the student will find in the space reserved for the subject in the Moodle platform, the relevant documentation for this purpose.

**EXTRAORDINARY CALL:-** Students who failed in the ordinary call

Theoretical-practical final exam = 100% (the grade of the continuous evaluation is not saved).

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

David, F. R., & David, F. R. (2017). *Strategic management: Concepts and cases: A competitive advantage approach*. Pearson. 16th Edition

### Complementary Bibliography

Johnson, G., Whittington, R., Scholes, K., Angwin, D., & Regnér, P. (2011). *Exploring strategy*. Financial Times Prentice Hall.



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

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CIHS

**Syllabus**  
**2022 - 2023**

**Para los estudios de Caso:**

Harvard Business Publishing Education: <https://hbsp.harvard.edu/redirect?type=launch-product&url=L2NhdGFsb2cvc2FtcGxLzQxMDcwNS1IVE0tRU5HL2NvbhRlbnQ%2Fcm9sZT1pbmN0cnVjdG9y>