COURSE PROGRAM

Academic year 2021-2022

Identification and characteristics of the course				
Code	**500015** School of Business and Economic Sciences		Credits ECTS	**6 credits**
Course name (Spanish)	**Administración de la Empresa II**			
Course name (English)	BUSINESS ADMINISTRATION II			
Degrees	Degree in Business Administration (DBA)			
Center	School of Business and Economics			
Semester	4º DBA		**Character**	Compulsory
Module	Business Administration			
Subject	Administration			

Lecturer			
Economic Sciences and Business School/Faculty			
Name	OFFICE	EMAIL	WEBSITE
Lidia ANDRADES	25	andrades@unex.es	https://scholar.google.es/citations?user=7LhXEZMAAAAJ&hl=es
AREA OF KNOWLEDGE	BUSINESS MANAGEMENT		
DEAPARTMENT	Business Administration and Sociology		

COMPETENCIES*

Generic and basic competences
CG1 - Ability to identify and foreseen business problems, both private and public spheres
CG2 - Ability to describe, rationalizing and analysing, any aspect of the business context
CG3 - Ability to apply technical tools in order to analyse managerial and business issues, applying professional criteria
CG6 - Ability for administrative, managerial and business performance
CB1 - Students must have acquired, the ability for understanding the basic facts, information and skills of their knowledge area. Knowledge which generally parts from secondary school, and then is enhanced with aspects related with the forefront of their field of study.
CB2 - Students must be able to: (i) apply their knowledge at their professional position; as well as (ii) demonstrate problem solving skills, by providing critical arguments proper of their field of knowledge
CB3 - Ability to gather and interpret relevant data (usually within their study area) to make judgments that include a reflection over relevant social, scientific, and ethical issues.
CB4 - Ability for presenting information, ideas, problems and solutions in front of specialized and non-specialized audiences
CB5 - Ability for independent learning and for initiating further studies with a high degree of autonomy

Transversal competences
CT1 - Ability for management, analysis and synthesis

CT2 - Ability for organization and planning
CT3 - Oral and written communication skills, in their mother tongue language
CT6 - Ability to analyse and gather information from diverse sources
CT7 - Ability for problem solving
CT9 - Ability for team-work
CT14 - Ability to develop critical and self-critical thinking
CT15 - Ability to exhibit ethical commitment at work
CT17 - Ability for independent learning
CT18 - Ability for adaptation at new situations
CT21 - Entrepreneurship skills
CT24 - Respect for democratic values, and ability to promote them as well as coeducation

Specific Competences
CE10- Learning and knowledge about the empirical application of basic aspects related to business administration theories.

Contents

Course Outline

Decision making. Strategic planning and monitoring. Motivation. Communication. Team work.

Course contents

Lesson 1: **Introduction to business administration II.**
Contents of lesson 1: Complex environment where firms act. Competence and skills that managers must have.
Description of the practical activities of lesson 1: personality test, team building activities, emotional intelligence.

Lesson 2: **Decision making**
Contents of lesson 3: Decision making models. Cognitive biases.
Description of the practical activities of lesson 3: Neuro science, algorithms for decision making vs managers' intuition. Thinking fast and slow.

Lesson 3: **Strategic planning**
Contents of lesson 4: Strategic planning process. Writing strategic Plans. Corporative & Competitive strategies.
Description of the practical activities of lesson 4: Analysis of a strategic plan: NETOUR project.

Lesson 4: **Control**
Contents of lesson 5: Selecting best indicators to assess the plan implementation. Balanced scoredcard.
Description of the practical activities of lesson 5: case study: identifying why a firm is not reaching the agreed objectives.

Lesson 5: **Negotiation and communication**
Contents of lesson 6: Skills for good communicators. Barriers for good communication. Communication channels. Strategies for conflict management.
Description of the practical activities of lesson 6: designing the strategy for communicating the tasks organization to a work team.

Lesson 6: **Incentives and motivation**
Contents of lesson 7: Internal and external factors explaining employees' motivation. Designing effective incentive programs: aspects you must address.
Description of the practical activities of lesson 7: Case study: Google: how you may get involved your employees.

Lesson 7: **Leadership**

Contents of lesson 8: Historical prospect of leadership: main theories in last century. How to become an effective leader.
Description of the practical activities of lesson 8: Situational leadership: what would you do in a situation like "this"?

Lesson 8: **Work team management**
Contents of lesson 9: Designing work teams: aspects you would have to consider. Leading work teams. Monitoring work teams' performance.
Description of the practical activities of lesson 9: appraising the work team performance, evaluation of the "in class" experience.

Lesson 9**: Trends in Business Administration.**
Contents of lesson 2: Crisis Management: Crisis phases and managerial implications.
Description of the practical activities of lesson 2: Designing a Crisis Management Plan.

Educational activities *

Student workload in hours by lesson		Lectures (Big Group)	Practical activities				Monitoring activities	Homework
Lessons	**Total**	**L**	**HI**	**LAB**	**COM**	**SEM**	**SGT**	**PS**
1. Introduction	**9**	3				1		5
2. Decision Making	18	6				2		10
3. Strategic Planning	25	8				2		15
4. Control	13	4				1		8
5. Negotiation & communication	13,5	4				1,5		8
6. Incentives & Motivation	13,5	4				1,5		8
7. Leadership	13,5	4				1,5		8
8. Work team management	13,5	4				1,5		8
9. Trends in BA	10	4				1		5
Assessment **	**26**	**4**				**2**		**20**
TOTAL	**150**	**45**				**15**		**90**

L: Lectures (100 students)
HI: Hospital internships (7 students)
LAB: Laboratory or field practices (15 students)
COM: Computer room or language laboratory practices (30 students)
SEM: Problem classes or seminars or case studies (40 students)
SGT: Scheduled group tutorials (educational monitoring, ECTS type tutorials)
PS: Personal study, individual or group work and reading of bibliography

Teaching methodologies

1. Lecturer's presentations addressing theoretical concepts, problem solving activities, and case study. Lectures may be presented online, using Microsoft Team software if needed.
2. Problem-solving activities at the classroom, or at the virtual classroom, promoting students' cooperative team work in order to achieve accurate solutions applying the theoretical concepts presented by the lecturer.
3. Participation in cooperative activities, based upon digital resources and tools available at the virtual campus of the subject. Those activities may be implanted online if needed.
4. Monitoring activities to asses students' learning.

**   Indicate the total number of evaluation hours of this subject.

Learning outcomes

- Awareness about the main features of the competitive environment where organizations and firms develop their activities.
- Understand how organization functions and how contingencies affect their activities and decision making.
- Provide students with a sound understanding about how business design, structure and culture ae important tools when achieving the firms objectives.
- Provide methodological tools for analysing the different type of problems that organizations must face
- Stimulate in the students the acquisition of critical skills which allow them to provide effective answers to the challenges that organizations must face.
- Understand the administrative process in the sphere of business management
- Understand the foundations of the managerial process at organizations
- Understand the management of administrative processes.
- Achieve a sound understanding of the environment where organizations implement their activities.
- Understand the evolving environment and the innovation processes at organizations

Assessment methods *

Evaluation system:

According to the current Regulations of the Evaluation Procedures of Official Bachelor's and Master's Degrees of the University of Extremadura, on its article 4, on Evaluation Modalities, it is established that all teaching plans will include the following evaluation modalities:

- Continuous assessment modality: assessment system made up of various activities distributed throughout the teaching semester of a subject.
- Global evaluation modality: evaluation system consisting exclusively on a final test, which encompasses all the contents of the subject, and which is carried out on the official date established for each call**.**

Additionally, Article 4.3. sets: *"The choice of the global evaluation modality corresponds to the students, who may choose, during the periods established later in this article, for each of the calls (ordinary and extraordinary) of each subject".* **Accordingly, the lecturer in charge will manage these requests, through a specific space created for this in the Virtual Campus. In the absence of an express request by the student, by default, students will be the assigned to the continuous evaluation modality.**

Article 4.5. *"The deadlines for choosing the global evaluation modality will be the following: For subjects taught in the first semester, during the first quarter of the teaching period; For subjects taught in the second semester, during the first quarter of the teaching period or until the last day of the enrolment extension period if it ends after that period."*

Article 5. Activities and evaluation criteria.
5.1. *"The evaluation systems must be structured in such a way as to objectively verify the learning process of each student, having to generate documentary evidence of all the activities that comprise it".*
5.2. *"In all cases, the evaluation systems will establish clearly and without ambiguity, at least, the evaluation criteria and the activities or tools that will be applied, expressly indicating the percentage of each activity in the final grade".*

Subsequently, in relation to point 4 and the continuous assessment modality, in this subject the continuous assessment activities are non-recoverable. Non-recoverable activity is

understood to be one that, once carried out, retains the grade obtained, which will be applied, with the appropriate weighting, for the calculation of the student's final grade in the corresponding call for the subject.

To sum up, the previous articles set the evaluation framework for this subject. In addition, the details of the Evaluation Modalities will be applied as follows:

A.- Continuous evaluation: This type of evaluation implies regular attendance to class; the weighting of each part is: (i) Written exam: 70% of the final grade; (ii) Practical activities: 30% of the final grade.

OR

B.- Global final test: It will consist of a written exam that computes 100% of the final grade and that will serve to prove that the student has acquired all the competencies of the subject. At the beginning of the semester, the teaching staff will indicate, in class and on the Virtual Campus, how the final global test will be.

Bibliography (basic and complementary)

MAIN REFERENCES
- Hellriegel D., Jackson S., Slocum J.: Management. Thompsom, 2012.
- Jones, G.: Understanding and managing organizational behaviour. Pearson, 2013.
- Jones, G., George, J.: Contemporary management, McGraw Hill, 2010. 6th Edition
- Robbins & Coulter.: Management, Prentice Hall, 2012. 11st edition.

Regardless the students' hand notes, the lecturer's explanations and other supplementary readings suggested by the lecturer, students should prepare and study the topics of this subject with the bibliographic support provided at the chapters of handbooks detailed below:

SUPPLEMENTARY REFERENCES
- Blundel, R. & Lockett, N. (2011). Exploring Entrepreneurship. Oxford University Press. Oxford. United Kingdom.
- Boddy, D. (2008). Management: An Introduction, 4th ed., Prentice Hall.
- Daft, R.L. (2011). Management. Cengage Learning. Robbins, S.P. & Coulter, M. (2014). Management. Pearson.
- Scarborough, N. M. (2013). Essentials of Entrepreneurship and Small Business Management. Prentice Hall. ISBN-10: 0132666790.
- Taylor, B.W. (2012). Introduction to Management Science (11th Edition). Prentice Hall.

Other resources and complementary materials

1. Printed media and resources: digital documents, notes, photocopies, manuals, magazines, press, etc.
2. Media and audio-visual resources: Video cannon, slides, videos, powerpoint, simulation software.
3. Virtual media and resources: Websites, email, UEX VIRTUAL CAMPUS *, within others.

* The Virtual Campus is used throughout the semester, both teacher and students. At this virtual space, students may find:
- The syllabus of the course and its different modules.

- The slides presented at the classroom.
- Monitoring activities that students must complete.
- Pieces of news, cases, etc., which support the explanations in class.
- Students marks during the course and at the end of the course.

Students may use the Virtual Campus to get in touch with the lecturer, as well as to upload the reports they elaborate when implementing the different activities proposed by the lecturer across the semester.