

COURSE SYLLABUS 2019-20

Basic information on the course			
Course:	Business Organization		
Course code:	67102223	Plan:	Degree in Marketing and Market Research (Plan 2010)
Academic Year:	2019-20	Undergraduate/Graduate:	Bachelor's Degree
Degree Year:	2	Type:	Compulsory
Duration:	Second semester		
TIME DISTRIBUTION ACCORDING TO REGULATIONS			
Credits:	6		
Total time:	150		
USE OF LEARNING PLATFORM:		Support for teaching	

TEACHERS			
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OTHER IMPORTANT INFORMATION

Content justification

This course aims to address different problems that are usually faced by business leaders in a competitive world by offering valid strategies for their resolution in different contexts. The subject is structured in four thematic blocks: strategic analysis, strategy formulation, strategy implementation and, finally, competition and collaboration in networks and agreements between companies.

Courses related in Study Plan

The course "Business Organization" belongs to the module Business Organization.

This course is related to the previous courses of "Introduction to Business Administration" (1st year) and "Management Skills" (2nd year) and to the subsequent course of "Human Resources Management" (3rd year). There is also a link with the "Creation of Business" course (4th year).

Pre-required knowledge

Knowledge of "Introduction to Business Administration".

COMPETENCIES

Basic and General Competencies

Basic Competencies

- Application of knowledge

Key Competencies of the University of Almeria

- Basic knowledge of the profession

Specific competencies developed

- OEM01: Understanding the boundaries, market dynamics and internal organization of organizations.
- OEM02: To know and be able to analyze the management processes of business.

LEARNING OUTCOMES

- UAL 1: Knowledge, skills and attitudes that enable the understanding of new theories, interpretations, methods and techniques within the different disciplinary fields, leading to optimal satisfaction of professional demands.
- RD2: That students know how to apply their knowledge to their work or vocation in a professional manner and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.
- OEM01: Knowledge and application of the principles of organizational design to formulate proposals on the best way to organize the activities of the company and the relations with other organizations of the

environment. - OEM02: Design of a strategic plan, based on external and internal analysis, including objectives, goals, strategies, policies, implementation and control. Critical analysis of an innovation plan. Application of technical and computer tools to support the implementation and control of the strategy.

PLANNING

Topics

BLOCK: INTRODUCTION

Theme 1: Introduction to Strategic Direction

1. Strategic decisions
2. The strategic management process and its accountability
3. Strategic management as a field of study

Theme 2. Objectives and value creation

1. Mission, vision and strategic objectives
2. Value creation and stakeholders
3. Corporate governance

BLOCK: STRATEGIC ANALYSIS

Analysis of the external environment

1. The company's environment
2. Analysis of the general environment
3. Analysis of the specific environment
4. Importance of the analysis of the environment for the competitiveness of the company

Internal analysis

1. The diagnosis of the company
2. The value chain
3. Analysis of resources and capacities
4. The SWOT analysis

BLOCK: FORMULATION OF STRATEGIES

Topic 5. Strategies and competitive advantages

1. Strategy and competitive advantage
2. Competitive advantage in costs
3. The competitive advantage in product differentiation
4. Expanding Porter's Competitive Strategies: The Strategic Clock
5. Strategies based on the degree of maturity of the industry

Theme 6: The directions of development

1. The field of activity and the development of the company
2. Expansion of activities
3. Diversification of activities
4. Vertical integration
5. The restructuring of the business portfolio

Item 7. Methods of development

1. Internal and external development
2. Mergers and acquisitions of companies
3. Cooperation between companies

Item 8. The internationalization strategy

1. The multinational company
2. Global Competition: Factors and Strategies
3. Entry strategies in foreign markets
4. Development and direction of the multinational company

BLOCK: IMPLEMENTATION OF STRATEGIES**Item 9. Evaluation and implementation of strategies**

1. The process of evaluating and selecting strategies
2. Implementation of the strategy
3. The definition of organizational support
4. The definition of administrative support systems

Methodology and Training Activities

Lectures group: Participatory Master Classes

Working group: Case Studies, Teamwork, Reporting and Applied Work

Teaching Innovation Activities**Functional Diversity**

Those students with disabilities or special educational should contact the Delegation of the Rector for the Functional Diversity (<http://www.ual.es/discapacidad>) to receive the appropriate guidance and advice in order to facilitate their instructional, learning and training processes. Likewise, these students may request the implementation of the necessary and suitable adaptations of content, methodology and evaluation that guarantee equal opportunities in their academic development. The processing of any personal data or aggregated information regarding these aforementioned students, in fully compliance with the GDPR, is strictly confidential. Faculties and academic staff lecturing the course referenced by this guide/document will be in charge of applying the recommended adaptations approved by the Delegation of the Rector for the Functional Diversity, this fact will be, therefore, notified to the School or Faculty as well as to the coordinator of the academic course.

COMPETENCY ASSESSMENT**Criteria and assessment tools**

Final knowledge test (Final written test: 40%): a test in which a minimum of 4 out of 10 points must be obtained in order to average the rest of the grades (activities, participation and application work). (Competence evaluation: OEM01, OEM02, UAL1).

Individual and group activities (Student Portfolio: 30%): implementation and timely delivery in the established deadlines of the activities planned throughout the course for each of the topics (no activity delivered after the deadline will be evaluated). These activities will be the resolution of case studies, search for news, comments on readings or topics for debate. (Competence assessment: OEM01, OEM02, RD2).

Active participation of the student (Others: active participation of the student: 10%): in class, in

discussions and other common activities, either within the classroom or through virtual classroom forums, including those related to topics proposed by teachers, as well as by other students. The participation in learning tools proposed in the virtual classroom of the subject such as glossaries, search for news, etc. will also be evaluated. This includes attendance at related seminars and conferences. (Competence assessment: OEM01, OEM02, RD2).

Application work (Final evaluation of reports, works, projects, etc.: 20%): a work will be carried out in a group of five components in which the different aspects developed in the subject will be analysed in a real company selected by the group. The selected company and the members of the group will be communicated to the teachers at the beginning of March. The maximum length of the work will be 35 pages in word format. The work will be delivered before the end of May (no work delivered after the deadline will be evaluated). (Competence assessment: OEM01, OEM02, RD2).

Follow-Up Mechanisms

- Participation in communication tools (discussion forums, e-mails)
- Delivery of activities in class
- Delivery of activities in virtual classroom

COURSE MATERIALS

Recommended course materials

- FOR ENGLISH: J.E. Navas-López & L.A. Guerras-Martín Fundamentals of Strategic Management, 2nd edition, 2018
- Jose Emilio Navas López y Luis Ángel Guerras Martín. Fundamentos de Dirección Estratégica de la Empresa. Civitas. Thomson Reuters. 2018.

Complementary

- FOR ENGLISH: Grant, R.M. Contemporary Strategy Analysis : Text And Cases. Wiley. 9Th Edition 2018
- Grant, R.M.. Dirección Estratégica: conceptos, técnicas y aplicaciones. Civitas. 2014.
- Hitt, M.A.; Ireland, R.D. y Hoskisson, R.E.. Administración Estratégica. Competitividad y Conceptos de Globalización. conceptos y casos. Thomson. 2008.
- Navas López, J. E. y Guerras Martín, L. A. Casos de Dirección Estratégica de la Empresa.. Cívitas. 2014.
- Johnson, G.; Scholes, K.; y Whittingto, R.. Dirección estratégica . Prentice Hall. 2011.
- Guerras Martín, L.A. y Navas López, J.E.. La dirección estratégica de la empresa. Teoría y aplicaciones. Civitas. 2015.

Other materials

- José Emilio Navas López y Luis Ángel Guerras Martín. Fundamentos de Dirección Estratégica.

Cívitats. 2012.

Couse materials available in UAL's library

<http://almirez.ual.es/search/x?SEARCH=67102223>

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