

30114 - Company: Organisation and Management

Información del Plan Docente

Academic Year	2017/18
Faculty / School	175 - Escuela Universitaria Politécnica de La Almunia 179 - Centro Universitario de la Defensa - Zaragoza
Degree	425 - Bachelor's Degree in Industrial Organisational Engineering 457 - Bachelor's Degree in Industrial Organisational Engineering 563 - Bachelor's Degree in Industrial Organisational Engineering
ECTS	6.0
Year	2
Semester	First semester
Subject Type	Compulsory
Module	---

1.General information

1.1.Introduction

1.2.Recommendations to take this course

1.3.Context and importance of this course in the degree

1.4.Activities and key dates

2.Learning goals

2.1.Learning goals

2.2.Importance of learning goals

3.Aims of the course and competences

3.1.Aims of the course

3.2.Competences

4.Assessment (1st and 2nd call)

4.1.Assessment tasks (description of tasks, marking system and assessment criteria)

5.Methodology, learning tasks, syllabus and resources

5.1.Methodological overview

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The learning process designed for this subject is based on the following:

Strong interaction between the teacher/student. This interaction is brought into being through a division of work and responsibilities between the students and the teacher. Nevertheless, it must be taken into account that, to a certain degree, students can set their learning pace based on their own needs and availability, following the guidelines set by the teacher.

The current subject ECONOMIC MANAGEMENT AND ENTERPRISE is conceived as a combination of contents, yet organized into two fundamental and complementary forms, which are: the theoretical concepts of each teaching unit and the solving of problems or resolution of questions at the same time supported by other activities .

The organization of teaching will be carried out using the following steps:

– **Theory Classes** : Theoretical activities carried out mainly through exposition by the teacher, where the theoretical supports of the subject are displayed, highlighting the fundamental, structuring them in topics and or sections, interrelating them.

– **Practical Classes** : The teacher resolves practical problems or cases for demonstrative purposes. This type of teaching complements the theory shown in the lectures with practical aspects.

– **Individual Tutorials** : Those carried out giving individual, personalized attention with a teacher from the department. Said tutorials may be in person or online.

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This course explains some analytical tools to understand different problems organizations face.

Examples of the type of questions tackled are:

1. Within the same productive sector, why companies outsource some important stages of production, from design to manufacture while others have opted for the opposite strategy, keeping the design of their products within their corporate boundaries and establishing strict controls in their productions?
2. Is it optimal to pay for a prestigious MBA which does not provide useful knowledge?
3. What are the objectives of recent codes of good corporate governance and CSR reports (corporate social responsibility)?
4. Executive compensation: Does it affect the company and how? and compensation of non-management employees?

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The tools developed have applications in many different areas, especially in determining corporate strategy, human resource management and corporate governance among others. Thus, it helps to train professionals to perform management tasks, assessment and evaluation in organizations serving the overall objective of the Degree in Industrial Organization. Finally, the structure of the Ministry of Defence and Armed Forces are introduced .

The learning results are:

1. Acquisition of a working understanding of the economic approach to the study of organizations.
2. Ability to apply economic approach to the analysis of specific problems arising in firms and other organizations.
3. Understand the concept of informational asymmetry and its implications for organization.
4. Understand the key concepts of the economic analysis of employee selection and the provision of incentives in firms and be able to apply these concepts to address organizational problems faced by today organizations.
5. Understand the concept of corporate governance and its implication for organization
6. Understand the national necessity and strategy of Defence and Security and analyse the role of the Ministry of Defence in this respect. Study the structure of the Ministry of Defence.

5.2.Learning tasks

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Throughout the semester they will be established:

Face-to-face generic activities :

1. **Theory Classes** : the theoretical concepts of the subject will be explained and practical examples will be developed by the teacher.
2. Practice tutored, problems and cases for discussion: Students will develop examples and conduct problems or case studies concerning the theoretical concepts studied.

Generic non-class activities

1. Tutored autonomous activities: These activities will be guided by the teacher of the subject. They will focus both papers, either individually or in small groups, as the study methodology necessary or convenient for the assimilation of each of the aspects developed in each subject.
2. Reinforcement activities: Through the virtual learning portal Moodle various activities that reinforce the basic contents of the subject will be published. The implementation of these activities will be personalized and controlled.
3. Individual tutorials: They may be actual or virtual.
4. Independent learning activities: Students must carry out the for:
 - * The study and assimilation of the theory presented in lectures.
 - * Understanding and assimilation of solved problems and practical cases.
 - * The preparation of seminars, solving proposed problems, etc.

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* The preparation of the written tests Continuous Assessment and Global Assessment.

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The methodology is a combination of the following items:

1. Theoretical classes where the main theoretical foundations are presented. The students will have the slides in advance in order to make these classes as efficient as possible.

2. Practice classes that combine:

2.1 Lists of exercises. These lists are uploaded at the beginning of the course.

2.2 Article readings, case studies, and news articles, will be used throughout the course to present, develop, and apply the key concepts of the economic analysis of organizations.

Students will also be expected to participate actively in the class discussion of case studies and the solution of exercises.

5.3.Syllabus

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Contents of the subjects essential for achieving the learning outcomes.

The choice of the content of the various teaching units was made seeking the express clarification of the final objective, so that with the combination of knowledge the student obtains a structured and assimilable knowledge to a student in Engineering Building

The theoretical basis articulated in ten teaching units encompassed in four thematic blocks. These topics collect the contents needed for the acquisition of predetermined learning outcomes.

SYNTHETIC CONTENT

* Block I

UNIT 1. THE CURRENT ORGANIZATION AS COMPANY

UNIT 2. THE COMPANY AND ITS LEGAL FRAMEWORK

* Block II

UNIT 3. THE FINANCIAL SYSTEM

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UNIT 4. THE ROLE FINANCIAL COMPANY. INVESTMENT DECISIONS.

UNIT 5. THE ROLE FINANCIAL COMPANY. Decisions to finance

* Block III

UNIT 6. MANAGEMENT FUNCTION. THE DIRECTING PROCESS

UNIT 7. MANAGEMENT FUNCTION. THE PROCESS OF DECISION MAKING

UNIT 8: FUNCTION DIRECTIVE. BUSINESS STRATEGY

* Block IV

UNIT 9: THE COMMERCIAL FUNCTION. COMMERCIAL ACTIVITY OF THE COMPANY

UNIT 10. THE ROLE OF PRODUCTION GENERAL TO PRODUCTION PROCESS

Each topic exposed, has associated practices in this regard, whether through practical cases, interpretation and commentary on readings associated with the subject and / or work leading to obtaining results and their analysis and interpretation. As topics are developed they will go raising practices in classroom or through the Moodle platform

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PART 1: Organizational Economics

1. Division of Labour and Coordination

1.1. Economic Rationality and Decision Making

1.2. Division of Labour: Some Explanations

1.3. Introduction to Market

1.4. Perfect Competitive Markets

2. Coordination and Economic Organization

2.1. Perfect, Complete Contracts and Contractual Incompleteness

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2.2. Vertical Boundaries: Transaction Costs

2.3. Specific Investments: Hold Up problems and Vertical Integration

3. Organization and Asymmetric Information

3.1. Private Information and Informational Asymmetries

3.2. Selection: asymmetric information, adverse selection, signalling, and screening

4. Moral Hazard and the Structure of the Firm

4.1. The Concept of Moral Hazard

4.2. The Principal-Agent model

4.3. Optimal Compensation Contracts and Moral Hazard

4.4. Compensation Arrangements: Efficiency Wage and Promotion

4.5. Principles of Incentive Pay

4.6. Structure of the Firm

4.6.1. Microstructure: Scope and content of a job

4.6.2. Internal Structure

5: Corporate Governance, Ownership and Corporate Control

5.1. The Concept of Corporate Governance

5.2. Conflicting interests: Managers vs. Owners

5.3. Owners' Incentives for Monitoring

5.4. The Mechanics of Corporate Control

Part 2: National Defence and Security. Ministry of Defence and Armed Forces (FFAA)

1. Security and Defence in the Current Strategic Context

1.1 Introduction.

1.2 Law 5/2005 of National Defence

1.3 National Defence Directive 1/12

2. Structure of the Ministry of Defence

2.1 Introduction

2.2 Structure of the Ministry

2.3 Armed forces

2.4 Emergency Military Unit

2.5 Secretary of Defence

2.6 Subsecretary of Defence

2.7 General Secretary of Defence Policy

2.8 Higher Board of Armed Forces

3. Organization and Deployment of the Army

3.1 Introduction

3.2 Army General Headquarters

3.3 Force Command

3.4 Force Command Support

3.5 Command Organization

3.6 The new concept of Polyvalent Organic Brigades

4. Operating System of Armed Forces

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4.1 Introduction

4.2 Concept

4.3 Mission

4.4 Coordination of the Operating System

4.5 Force Assignment

4.6 Permanent Missions in Peacetime

5.4.Course planning and calendar

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The subject has 6 ECTS credits, which represents 150 hours of student work in the subject during the trimester, in other words, 10 hours per week for 15 weeks of class.

The summary of the timing of the course activities, would be the following:

- * Lectures: 35 hours
- * Practical classes: 14 hours
- * assessment tests: 6 hours
- * Tutored practices: 5 hours
- * Tutored Independent learning activities: 32 hours
- * Independent learning activities: 58 hours

In the lecture, the theoretical exposition is combined with problem solving. The practical classes are directed to the realization of problems, presentation and discussion of cases. The above activities are distributed weekly in four hours of lecture.

The weekly distribution of the course is done in three blocks of content that structure the subject matter and may vary

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depending on the evolution of teaching.

* Block I: Week 1 to Week 3

* Block II: Week 4 to Week 9

* Block III: Week 10 to Week 14

* Block IV: Week 15 The dates of the final exams will be published officially in <http://www.eupla.unizar.es>

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At the beginning of the course, the activities calendar and Schedule will be published through Moodle: <http://moodle.unizar.es>

Additionally, students can also find information about timetables at: <http://tud.unizar.es>

5.5. Bibliography and recommended resources

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For the best pursuit of the subject, the teacher has prepared its own manual, which will be available to students in reprography. In the virtual platform Moodle, students will find references to various manuals and websites.

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- España, Ley Orgánica 5/2005, de 17 de noviembre, de la Defensa Nacional, Boletín Oficial del Estado de 18 de noviembre de 2005, » núm. 276, pp 18933
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- España. Orden Ministerial 8/2015, de 21 de enero, por la que se desarrolla la organización básica de las FAS. Boletín Oficial del Ministerio de Defensa de 22 de enero de 2015, núm 14, pp.1279-1285
- España. Orden DEF/1265/2015 de 29 de junio, por la que se desarrolla la organización básica del Ejército de Tierra. Boletín Oficial del Estado, 20 de junio de 2015, núm. 155, pp. 53457-53471.
- Milgrom, P. y J. Roberts (1993) Economía, Organización y Gestión de la Empresa. Ariel. Barcelona.
- Salas Fumás, Vicente. (1996) Economía de la empresa: decisiones y organización. 2ª ed. amp. y act. Ariel, Barcelona.
- Serra Ramoneda, A. (2003) Mercados, contratos y empresa. Servicio de publicaciones UAB, Barcelona.
- Triadó Ivern, X.M. Aparicio Chueca, P. Jaría Chacón, N. y Ejjaberi, A. E. (2011) Administración de la empresa. Teoría y práctica. Mc Graw Hill, Madrid.



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