

Academic Year/course: 2021/22

## 26126 - Management of organisations

### Syllabus Information

**Academic Year:** 2021/22

**Subject:** 26126 - Gestión de organizaciones

**Faculty / School:** 108 - Facultad de Ciencias Sociales y del Trabajo

**Degree:** 274 - Degree in Social Work

**ECTS:** 6.0

**Year:** 3

**Semester:** Second semester

**Subject Type:** Compulsory

**Module:**

## 1. General information

### 1.1. Aims of the course

**The subject and its expected results respond to the following approaches and objectives:**

It is a subject whose objective is to introduce the student to the field of Social Economy Organizations. It aims to give an overview of its management, transferring organizational ideas and concepts in an elementary way.

The program is divided into three differentiated parts with the objectives detailed below:

Part 1: Provide basic knowledge about Social Economy Organizations. It will be distinguished between characteristics of social economy organizations that are of general interest (associations and foundations) and of particular interest (cooperatives and labor societies, social welfare mutuels, special work centers, and insertion companies).

Part 2: Address the main issues related to strategic planning in these Organizations. It will start from an analysis of the internal constitution of these organizations, to later deepen their interactions with the environment, to optimize strategic planning that allows new adaptations or changes, all this, through management of ad hoc tools.

Part 3: Understand the different ways of managing and attracting resources, their allocation, and subsequent control. Thus, after analyzing the different decision-making processes, different resource control ratios will be studied, and funds necessary for the proper functioning of this type of organization.

These approaches and objectives are aligned with the following Sustainable Development Goals (SDG) of the Agenda 2030 of the United Nations, in such a way that the acquisition of the learning results of the subject provides training and competence to contribute to some extent to its achievement:

- 8: Promote sustained economic growth, inclusive and sustainable, full and productive employment, and decent work for all;
- 4: Guarantee a quality education inclusive and equitable, and promoting lifelong learning opportunities for all;
- 5: Achieve equality between gender and empower all women and girls;
- 12: Guarantee sustainable consumption and production patterns;
- 3: Guarantee a healthy life and promote well-being for everyone of all ages;

- 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.

## 1.2. Context and importance of this course in the degree

With this subject, the student will know the set of economic and business activities which carry out entities that pursue the collective interest of their members and/or the general economic interest or social. You will understand the usefulness that the management and control tools offer to these entities for the provision of quality social services. And you'll expand your employability capabilities by discovering new job options for the social worker. Your entrepreneurial spirit will be enhanced.

## 1.3. Recommendations to take this course

To complete this subject, students must be consistent in their work throughout the semester. The Preparation of the subject implies being involved in the debate of the cases, in the execution of the activities that are assigned, and in the active participation in the different seminars, being necessary complete assimilation of the different theoretical concepts explained in class. To achieve the objectives of the subject, attendance is recommended for regular and active participation in work sessions.

## 2. Learning goals

### 2.1. Competences

**Upon passing the course, the student will be more competent to...**

- Identify and understand (search and management of instrumental information) the elements of the functioning of social economy organizations and the contribution of different approaches to management, leadership, and quality in public and private human services.
  - To manage teamwork (interpersonal), schedule work, and carry out interprofessional and interinstitutional collaboration.
  - Analyze and participate (problem-solving-instrumental) in the economic and financial management of different social economy organizations, as well as in the creation of new organizations (social entrepreneurship) and forms of self-employment.
  - Plan the administration of resources and services (creativity and innovation-systemic) collaborating with the procedures involved in obtaining them, supervising their efficiency, and assuring their quality.
  - Contribute to generate collective knowledge, acquiring fluent communication both oral (public speaking) and written (with presentation tools) (instrumental).
  - To consider social entrepreneurship options that promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
- All of these skills are in high demand by employers.

### 2.2. Learning goals

**The student, in order to pass this course, must demonstrate the following results...**

- Knows and understands the role of social economy organizations and their contribution to society.
- Is able to search and select relevant information from the environment and their own organization.
- Is able to make a diagnosis of the situation of his/her organization and strategic planning in the field of these organizations.
- Is able to capture and manage the information, material, and financial resources necessary for the proper functioning of the organization.
- Knows and understands the need to use management and control tools.
- Knows the support resources for the social entrepreneur and the pros and cons of this new employment option for the social worker.

### 2.3. Importance of learning goals

The main contribution of the subject Organizational Management is directed, on the one hand, to complete the training of social workers with knowledge about the planning and control of organizations. Emphasizing the own of a simple economic, financial, and fiscal management and communication of the entities. They also experience the planning, management, communication, and execution of a social event and the visit to different entities of the ecosystem of support to entrepreneurship in our city.

In addition, it helps them discover their skills and competencies for social entrepreneurship. Identify this entrepreneurial option as a life attitude that will allow them to positively impact and transform their own organizations from within (intrapreneurship) as well as their environment.

## 3. Assessment (1st and 2nd call)

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

The student must demonstrate that he/she has achieved the expected learning outcomes by means of the following assessment activities:

#### Single evaluation option

1- Throughout the semester the student will have to participate in the realization of different formative activities that will contribute to achieving the expected learning outcomes. Participation in all these activities will be mandatory.

These activities will consist of:

- Cases, problems, and exercises: the student will have to solve in group different cases or exercises or problems related to the contents of the subject, in which real-life experiences and situations are presented, in order to build their own learning in a context that brings them closer to their professional future.
- Seminars: the students of the TS Degree will attend and elaborate in small groups, a work that guarantees the understanding of real management experiences (strategic, economic, branding...) that will be presented by representatives of different social economy organizations or social entrepreneurs.
- Tutored work in order to generate collective knowledge-based learning: two options: a) students will organize themselves in small working committees for the planning (design, execution, and evaluation) of a social event (conference, seminar, workshop, exhibition...) in the Faculty or other physical or virtual space recommended and supervised by the professor. And, b) students will present in small groups different resources and entities of the ecosystem of support to social entrepreneurship and/or proven success stories to the rest of their classmates, once they have visited them. This will take place in the Faculty or in another physical or virtual space proposed and supervised by the person in charge of the subject. Each group of students must attend the event generated by the other.

2 - There will be an individual knowledge test in which the main theoretical and practical issues worked on during the semester will be included.

#### Global test option

For these students, there will be an individual knowledge test in which they will have to demonstrate that they are able to define and explain rigorously the basic elements of the subject.

#### Assessment activities (weighting the grade, with their assessment criteria)

- *Continuous assessment option:* The training activities will be assessed by means of:

1. A written test of knowledge: 40%
2. Test situations: Cases, problems, and comprehension exercises: 30%.
3. Participation in seminars and lectures: 15%.
4. Tutored work (event or visit-undertaking): each option 15%.

Those students who do not pass the knowledge test (minimum 5) will have to sit the single assessment exam but will keep the marks for the rest of the assessment activities. These marks will not be retained for the second sitting in September.

- *Global test option for undergraduate students:* Individual knowledge test (100%).

#### Evaluation criteria:

- The last continuous assessment activity must be passed with a five in order to be able to average with the rest of the grades. If this mark is not achieved, the student will be able to sit the first global exam in which a minimum mark of five will be required to pass and average. If again the student does not achieve this mark of five, he/she will have the right to sit a second exam (September) in which the mark obtained will be 100% of his/her final mark.
- Demonstrate understanding of the knowledge of the subject.
- Demonstrate the ability to apply it in practice.
- Demonstrate the ability to express themselves orally and in writing.

## 4. Methodology, learning tasks, syllabus and resources

### 4.1. Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. It is based on active participation, case studies, teamwork, learning by the project... This favors the development of communicative skills and critical thinking. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions, learning by the project (students must work in a cooperative way in small groups to achieve the strategic plan of a real organization or an event, or visit and present an organization that helps in the development of the social entrepreneurs), autonomous work and tutorials, and assessment tasks.

Students are expected to participate actively in the class throughout the semester.

Classroom materials will be available via Moodle. These include a repository of the lecture notes used in class, the course syllabus, as well as other course-specific learning materials.

Further information regarding the course will be provided on the first day of class.

### 4.2. Learning tasks

This is a 6 ECTS course organized as the following:

Lectures (1,2 ECTS: 30 hours). The teacher presents theoretical contents illustrated with relevant examples.

Practice sessions (1,32 ECTS: 33 hours). They can include discussion and presentation of case studies, practical work

outside the classroom (field work or visits), and seminars.

Autonomous work (2 ECTS: 50 hours). Students do tasks such as studying, readings, preparation of practice sessions and seminars, and summative assignments.

Teams work (1,2 ECTS: 30 hours).

Tutorials (0.2 ECTS: 5 hours). Office hours can be used to solve doubts and for follow-up of students' learning progress.

Assessment tasks (0.08 ECTS: 2 hours). A final examination did face to face or online.

### **4.3. Syllabus**

#### **1. GENERAL CONCEPTS ON SOCIAL ECONOMY ORGANIZATIONS**

- Social Economy and Third Sector
- Legal forms of the Social Economy

#### **2. STRATEGIC PLANNING IN ORGANIZATIONS**

- Management. Styles and leadership
- What is planning?
- Advantages and limitations of planning
- Phases of strategic planning
- Drafting the organization's strategic plan

#### **3. INTERNAL ANALYSIS OF THE ORGANIZATIONS**

- Analysis of resources and capacities. Tools.
- Distinctive competencies

#### **4. ANALYSIS OF THE ORGANIZATIONS ENVIRONMENT**

- General environment. Tools.
- Specific environment. Tools.

#### **5. FORMULATION OF THE STRATEGIC PLAN**

- Diagnostic techniques. Tools.
- Definition of mission and vision
- Definition of strategies and objectives. Tools.

#### **6. ECONOMIC AND FISCAL MANAGEMENT OF THE ORGANIZATIONS**

- Annual accounts
- Financial ratios
- Taxation

#### **7. CAPTAINING RESOURCES IN ORGANIZATIONS**

- Design of the communication plan. Planning an event.
- Communication as a driver to engage with the ecosystem and attract resources and funds.

#### **8. PEOPLE MANAGEMENT**

- Comprehensive people management in a social organization.
- Volunteer management.

### **4.4. Course planning and calendar**

Further information concerning the timetable, classroom, office hours, assessment dates and other details regarding this course will be provided on the first day of class or please refer to the "Facultad de Ciencias Sociales y del Trabajo" website (<https://sociales.unizar.es>)

### **4.5. Bibliography and recommended resources**

<http://psfunizar10.unizar.es/br13/egAsignaturas.php?codigo=26126>