

Academic Year/course: 2021/22

30114 - Company: Organisation and Management

Syllabus Information

Academic Year: 2021/22

Subject: 30114 - Company: Organisation and Management

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

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. Aims of the course

1. Master the fundamentals of organizational design as well as the main forms of organizational structures
2. Know the impact of technology, the environment, culture, power and conflict on organizational design processes and the structure of organizations.
3. Understand the behavior of people in the field of organizations.
4. The understanding of the economic phenomena that affect them day by day, not only as students, future engineers, but as individuals trained members of a society
5. Knowledge of an economic and business glossary, necessary for analysis and discussion.
6. Analyze, based on the available information, the organization of the economic activity of the company.

1.2. Context and importance of this course in the degree

The subject Organization and management of companies, is part of the Degree in Industrial Organization Engineering. This is a compulsory second-year subject with a teaching load of 6 ECTS credits.

This subject belongs to the common training module to address the applied knowledge of business organization.

Specialization in Defence: This subject makes a contribution to the army officers training, and promote their success in the missions through the acquisition of knowledge and the development of decision-making skills under uncertainty. Likewise, the students enrolled in the course will be able to apply the knowledge related to organization and management to improve resource management in their Units.

1.3. Recommendations to take this course

Although there are no prerequisites neither of a normative nor essential nature for the realization of this course, it is recommended that the students who take this subject take into account the knowledge acquired in the subject of Fundamentals of Business Administration of the first year, It is also recommended that have computer knowledge at the user level

2. Learning goals

2.1. Competences

After completing the course, the student will be competent in the following skills:

- To plan, budget, organize, manage and monitor tasks, people and resources.
- To solve problems and to make decisions on a good basis of creativity and critical thinking.
- To communicate and transfer knowledge and skills in Spanish.
- To work in a multidisciplinary group and in a multilingual environment.
- Continuous professional and practical development encouraging autonomous learning.
- To put theoretical concepts into practice.

2.2. Learning goals

In order to pass the course the student must prove that he has reached the next learning goals:

- To analyze the boundaries and structure of the firm.
- To design the organization chart and to understand the relevant characteristics of the different organizational arrangements. To look for, and correctly analyze, information on human resources in organizations.
- To understand the link between business strategies, environment and firm performance.
- To describe and integrate the basic concepts pertaining to a company's general administration and management and its functional areas.
- To identify the main strategic and tactical decisions in the field of commercial and operations management.
- To identify factors and alternatives in firm location decisions and to apply suitable methods for evaluating them.
- Adequate process analysis and design.

2.3. Importance of learning goals

Students enrolled in the course enjoy the opportunity to develop higher skills and abilities in management and business. In the near future they will be familiarized with the firm, its organization, features and its economic environment. In this context, a deep knowledge of the managerial process can be widely applied to different areas in their professional field, taking advantage of the abilities and competences previously acquired, and increasing their employability.

Current society demands for a widely range of engineering professionals, among them:

- Managers in the different functional areas of the organization like the technical, commercial, financial, operations and human resources areas.
- Entrepreneurs to set up new companies.

The overall success in the firm requires highly-qualified professionals that are well trained and have a deep understanding of the content of this course, making the right decisions.

This is the root of the importance of learning goals: concepts, instruments and decisions related to management are not complex and abstract any more.

3. Assessment (1st and 2nd call)

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

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For the first sitting, the evaluation system will consist of a midterm examination and a final examination that will contain theoretical and practical questions corresponding to the syllabus imparted. 45% of the total grade will come from the first exam and 55% from the final one.

Students who have not passed the course in the first call will be evaluated only through a written exam (100% of the total grade) that will cover the material of the whole course.

COMPANY PROFILE

Following the Bologna spirit, regarding the degree of involvement and continued work of the student throughout the course, the evaluation of the subject considers the Continuous Assessment method as the most consistent to be in line with the guidelines set by the new EEES framework.

However, in order to improve student motivation and without restricting the right to opt for continuous assessment, attendance at daily classroom activities will be mandatory. For these purposes, it will be considered valid if the attendance to class is credited in more than 80%.

For this, different activities have been designed, consisting of Assessment Tests, on the thematic blocks in which the course material has been structured.

The assessment process will be carried out according to:

? Performing periodic assignments, which some may be in groups.

? Carrying out two written tests to assess the degree of knowledge acquired, as well as the qualities of expression that, at this educational level, must be widely demonstrated.

The details of the evaluation tests are as follows:

? The Assessment Tests will consist of theoretical and practical exercises to be carried out in class, with an assessment weight of 100% of the final grade, specifically:

1. Theoretical Tests: for the evaluation of the learning results they will consist of questions and problem solving. The evaluation criteria will take into account the precision, relevance and clarity in answering them. It constitutes 60% of the valuation.

2. Jobs: constitutes 40%. A minimum of four works will be proposed, which will consist of applying the ideas and knowledge of the most significant topics. The evaluation criteria for these tests will be published on the Moodle platform.

It will be a necessary condition to weigh the grade of the works, that the student obtain a grade higher than 5 points out of ten in each of the theoretical tests. However, if in any of the theoretical tests more than a 4 is obtained without exceeding 5 and the average mark obtained in the works exceeds 7 out of 10, the practical tests will serve to pass the theoretical test not passed, the final mark being obtained. average. It will only serve for a single theoretical test.

For the first call, those students who fail a partial may be presented and only the suspended partial will be examined.

For the second call, those students who have not passed the subject in the first call may be presented with all the syllabus.

GLOBAL EVALUATION TEST

Those students who so wish can be welcoming in the way and within the period that the center considers, the possibility of being evaluated through an Extraordinary Global Evaluation in the call, compared to the Continuous Evaluation collected above.

The Extraordinary Global Assessment consists of a single global test with the evaluation of 100% of the student's grade. Said test collects the content of all the subject treated throughout the course, by means of theoretical and practical questions of the same typology and the same criteria for its correction as those indicated for the Continuous Assessment.

4. Methodology, learning tasks, syllabus and resources

4.1. 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:

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

? **Practice Sessions:** 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.

"If classroom teaching were not possible due to health reasons, it would be carried out on-line."

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If this teaching could not be done in person for health reasons, it would be done telematically.

This course explains some analytical tools to understand the 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? 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 an 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 the 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 the 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.

To achieve these learning results the learning process will combine master class, to cover the main theoretical aspects of the subject, with any other kind of activities to encourage students participation and the exchange of ideas such as solving practical problems and case studies.

4.2. Learning tasks

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Throughout the semester they will be established:

Face-to-face generic activities:

- 1. Lectures: 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.
 - ? 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. Lectures 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 Sessions 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.

4.3. Syllabus

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Contents of the subjects essential for achieving the learning outcomes.

The choice of the content of the various teaching Topics 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 **E n g i n e e r i n g** **B u i l d i n g**

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

SYNTHETIC CONTENT

? Section I

- Topic 1. THE CURRENT ORGANIZATION AS COMPANY
- Topic 2. THE COMPANY AND ITS LEGAL FRAMEWORK

? Section II

- Topic 3. THE FINANCIAL SYSTEM
- Topic 4. THE ROLE FINANCIAL COMPANY. INVESTMENT DECISIONS.
- Topic 5. THE ROLE FINANCIAL COMPANY. Decisions to finance

? Section III

- Topic 6. MANAGEMENT FUNCTION. THE DIRECTING PROCESS
- Topic 7. MANAGEMENT FUNCTION. THE PROCESS OF DECISION MAKING
- Topic 8: FUNCTION DIRECTIVE. BUSINESS STRATEGY

? Section IV

- Topic 9: THE COMMERCIAL FUNCTION. COMMERCIAL ACTIVITY OF THE COMPANY
- Topic 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 the 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
 - 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, signaling, 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
- **2. Structure of the Ministry of Defence**
 - 2.1 Introduction
 - 2.2 Structure of the Ministry
 - 2.3 Armed forces
 - 2.4 Emergency Military Topic
 - 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**
 - 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

4.4. 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 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>

4.5. 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.

<http://psfunizar10.unizar.es/br13/egAsignaturas.php?codigo=30114>

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<http://psfunizar10.unizar.es/br13/egAsignaturas.php?codigo=30114>