

Course guide

240354 - 240E0073 - Business Management

Last modified: 02/07/2025

Unit in charge: Barcelona School of Industrial Engineering
Teaching unit: 732 - OE - Department of Management.

Degree: MASTER'S DEGREE IN INDUSTRIAL ENGINEERING (Syllabus 2014). (Optional subject).
MASTER'S DEGREE IN MANAGEMENT ENGINEERING (Syllabus 2021). (Compulsory subject).

Academic year: 2025 **ECTS Credits:** 5.0 **Languages:** Spanish

LECTURER

Coordinating lecturer: Gallardo Gallardo, Eva

Others: Rico Flor, Jesús

DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

Specific:

CE011. Identify, analyze, diagnose, design and implement solutions in complex socio-technical systems.

CE014. Analyze the risks and consequences of proposed solutions in various business subsystems and their social and environmental.

Generical:

CGO3. Acquire skills related to the design and management of complex organizations, including people management, financial aspects, production, project management, and allocation and distribution of resources for managers and management problems.

Transversal:

CT4. EFFECTIVE USE OF INFORMATION RESOURCES: Managing the acquisition, structuring, analysis and display of data and information in the chosen area of specialisation and critically assessing the results obtained.

Basic:

CB9. (ENG) Que els estudiants sàpiguen comunicar les seves conclusions i coneixements (i darrers raonaments que els sustentin), a públics especialitzats i no especialitzats de manera clara i sense ambigüitats.

TEACHING METHODOLOGY

This course is based on a methodology focused on active learning on the part of the student.

Some classes will need some previous work by the student (for example, readings, preparation of a case, etc.). Participatory dynamics and group work will be used during the classes.

LEARNING OBJECTIVES OF THE SUBJECT

The main aim of this course is to help the students to understand the fundamentals of management, and, specifically, the managerial roles.

At the end of the course, students should be able...

1. To explain the concept of management, why is so important and what are the managerial roles.
2. To know how to explain the main administrative functions: planning, organizing, leading and controlling.
3. To explain the concept of 'organizational culture', how the managers/founders establish it, how it can be identified, and why is so important for the functioning of the organization.
4. To understand the concept of strategy and its relation to the planning function.
5. To distinguish among different organizational structures, knowing its pros and cons.

And the student is going to improve on his/her ability:

8. To do critical reasoning
9. To communicate orally and in writing
10. To work in groups

STUDY LOAD

Type	Hours	Percentage
Hours large group	45,0	100.00

Total learning time: 45 h

CONTENTS

1. Fundamentals of management

Description:

In this unit, we will review basic concepts of business, the management process, understand its importance and the different functions.

We will also understand the role of managers and the skills they must have to manage effectively and efficiently.

Specific objectives:

1, 8, 9, 10

Related activities:

1a

Full-or-part-time: 17h 10m

Theory classes: 8h

Self study : 9h 10m

2. How to lead in a global environment?

Description:

This lesson seeks to explain why the capacity to perceive, interpret and appropriately respond to the global environment is vital for the organizational success. It also aims to approach some fundamental topics to the students such as: globalization, glocalization, national culture, organizational culture, etc.

Specific objectives:

3, 8, 9, 10

Related activities:

2

Full-or-part-time: 28h 40m

Theory classes: 12h

Self study : 16h 40m

3. Strategic planning and business models

Description:

In this unit, the planning function is introduced. What is it? What are the pros and cons of planning? How do managers define the objectives? What is meant by the strategy? And, for strategic management? What are the main business and corporate strategies? What is a strategic plan and how is it elaborated? How is a successful business model defined? How can general management generate new competitive advantages?

Specific objectives:

2, 4, 8, 9, 10

Related activities:

4

Full-or-part-time: 36h

Theory classes: 16h

Self study : 20h

5. Organizational structure

Description:

In this unit, some principles of organizational design are introduced. Why do some organizations have different structures than others? Which are the elements of organizational structure? How important is structure? What are the common organizational forms?

Specific objectives:

5, 8, 9, 10

Related activities:

5

Full-or-part-time: 31h

Theory classes: 6h

Guided activities: 7h 30m

Self study : 17h 30m

4. Making decisions in management

Description:

This unit will introduce the concept of rationality in decision-making in management committees, as well as the influence of the economics of behavior on the management of a company.

Specific objectives:

6, 7, 8, 9, 10

Related activities:

6

Full-or-part-time: 18h

Theory classes: 8h

Self study : 10h

GRADING SYSTEM

During the autumn term of the academic year 2020-2021, and as a consequence of the health crisis caused by the COVID 19, the evaluation system will be:

50%: Continuous Assessment

50%: Final Exam

Any additional information will be provided to you by mail and notifications in ATENEA.

The grade obtained in the re-evaluation exam will replace the grade for the final exam. It is compulsory to take the ordinary exam in order to be able to opt for this second final exam

EXAMINATION RULES.

It is not allowed to bring to the examination any class of lecture notes, books, or any other reference material. The calculator is not necessary.

BIBLIOGRAPHY

Basic:

- Barney, Jay B., William S. Hesterly. Strategic management and competitive advantage: concepts [on line]. 6th ed. Harlow: Pearson, 2020 [Consultation: 19/03/2025]. Available on: <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?pq-origsite=primo&docID=5676416>. ISBN 9781292266961.
- Certo, Samuel C; Certo, S Trevis. Modern Management: Concepts and Skills [on line]. 15th ed. Harlow, England: Pearson, 2019 [Consultation: 06/10/2020]. Available on: <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?docID=5613127>. ISBN 9781292265247.
- Afuah, Allan. Business model innovation : concepts, analysis, and cases [on line]. New York: Routledge, 2014 [Consultation: 14/07/2025]. Available on: <https://ebookcentral-proquest-com.recursos.biblioteca.upc.edu/lib/upcatalunya-ebooks/detail.action?pq-origsite=primo&docID=1659153>. ISBN 0203584589.

Complementary:

- Robbins, S.P.; DeCenzo, D.A. ; Coulter, M. Fundamentals of Management: Essential Concepts and Applications. 8a ed. Harlow: Pearson Education Limited, 2015. ISBN 9781292056548.
- Jones, Gareth R. ; George, Jennifer M. Administración contemporánea [on line]. 10a ed. México: McGraw Hill Education, 2019 [Consultation: 12/06/2025]. Available on: https://www-ingebook-com.recursos.biblioteca.upc.edu/lib/NPcd/IB_BooksVis?cod_primaria=1000187&codigo_libro=8814. ISBN 9781456266868.



- Grant, Robert M. Contemporary strategy analysis. 9th ed. Hoboken: Wiley, 2016. ISBN 9781119120834.
- Hill, Charles W. L. Strategic management : an integrated approach [on line]. 14th. Boston: Cengage Learning, cop., 2023 [Consultation : 21/03/2025]. Available on : <https://research-ebSCO-com.recursos.biblioteca.upc.edu/c/ik5pvi/search/details/wvgbssqngj?db=nlebk>. ISBN 035771671X.
- Jones, Gareth. Organizational Theory, Design and Change. 7th ed. New Jersey: Pearson, 2013. ISBN 0273765604.