ORGANIZATIONAL MANAGEMENT

DEGREE: COMMUNICATION, & INTERNATIONAL RELATIONS
ACADEMIC YEAR:
DEGREE COURSE YEAR: 1ST
1º SEMESTER ☑ 2º SEMESTER ☐
CATEGORY: ☑ BASIC ☐ COMPULSORY ☐ OPTIONAL
NO. OF CREDITS (ECTS): 6
LANGUAGE: ENGLISH
TUTORIALS:
FORMAT:
PREREQUISITES: NONE

1. SUBJECT DESCRIPTION

Organizations define today’s societies, and we all need to learn how to manage ourselves within them, and sometimes how to direct them. All organizations, an advertising firm, a pharmaceutical company, a non-for-profit, share a common objective: to provide value to clients. But who and how create this value? That’s what we will be studying in this course. We will look at how organizations are set-up, how mission statements and values are defined, how goals are established and measured, and how managers and employees interact with each other and other stakeholders to create value for customers. In addition, we will study different tools and skills that managers need to use in their daily activities to achieve the organization’s goals.

As a future professional, it’s important to get a glimpse of what you might experience once you join a company or start a business. This course will help you understand some of the issues involved in both managing and being managed; and equip you to become more effective contributors to the organizations you work in.

Additionally, the course is designed so that you can discover a passion you have or a need in society you’ve identified, and learn how to create a business model. Get ready to discover the “entrepreneur” you have inside yourself.

2. OBJECTIVES AND SKILLS

The objective of this course is to understand what roles organizations play within our society and take a closer look at how these organizations are managed. You will also learn about the different functions that coexist within an organization, and how these work together to satisfy customers’ expectations. This course will serve to familiarize students with the basic topics, concepts and issues that arise in any organization and amongst the people who work in them; while learning a set of skills managers use to resolve these issues.
This course is designed to also cover a number of smaller objectives:

- Understand what management is and the role a manager plays in an organization.
- Learn the importance of planning and strategy within an organization, and the tools required to effectively do this.
- Learn about the necessary functional areas needed to run a successful business: marketing, finance/accounting, operations/productions, sales and human resources.
- Develop the necessary skills to become a strong leader and communicator.
- Comprehend the importance of having controls throughout the business process.

3. METHODOLOGY AND WEIGHTING

<table>
<thead>
<tr>
<th>Educational Methodology</th>
<th>Weight</th>
<th>Dedication Time</th>
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<tbody>
<tr>
<td>Lectures (in class)</td>
<td>20%</td>
<td>30 hours</td>
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<tr>
<td>Practical Sessions (in class)</td>
<td>20%</td>
<td>30 hours</td>
</tr>
<tr>
<td>Group Work (outside class)</td>
<td>30%</td>
<td>45 hours</td>
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<tr>
<td>Individual Study (outside class)</td>
<td>30%</td>
<td>45 hours</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
<td>150 hours</td>
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4. CONTENTS

The course is structured around the following major topics: Management Fundamentals, Planning and Strategy, Organization and Human Resources, Leadership, Operations and Control.

Contents are presented in 30 sessions: roughly 15 sessions will take the form of lectures to learn the theory and the other 15 sessions will have a more practical approach to management. Note that materials/cases may change so be attentive to class announcements and to the campus online.

Very important: Reading Materials must be read BEFORE the corresponding session in class, so that all students can maintain a more informed discussion. Lectures are not a passive explanation of the materials by the professor, but a professional discussion of business theory and examples, so students are expected to come to class well prepared and ready to participate actively.

SESSION 1: INTRODUCTION TO THE COURSE AND ITS METHODOLOGY.

Objective: Overview of the course and the development of the main project: presenting a business plan. First lecture: understand who managers are and what they do; learn what an organization is and why it’s important to study management.

PRACTICAL SESSION 2: KNOW YOUR COMPANY.

Teams choose from a list of companies and after 30 min. of preparation teams make a 5 minute presentation on the key characteristics of the chosen company (industry, market value, products, competitors, management issues,...) Students will practice teamwork under pressure, and learn how to evaluate and understand real world companies.
SESSION 3: ENTREPRENEURSHIP AND BUSINESS PLAN  
*Lecture/debate*  
**Objective:** Understand who is an Entrepreneur. Seeking the opportunity: creating, shaping, recognizing and seizing; introduction to the business plan. Take the “Are You an Entrepreneur” Test.

SESSION 4: BUSINESS MODEL  
*Lecture/lab*  
**Objective:** Understanding the concept of Business Model as the cornerstone of any Business Plan. Overview of different business models of real companies, and search for the business model that best fits your new venture.

PRACTICAL SESSION 5  
Discussion in class of the venture ideas of each team. Each team will briefly (5 min.) present to class their preliminary business idea. Brainstorming and discussing new venture ideas.  
**Deliverables:** Hand in 1 or 2 possible business ideas for each team. Begin discussion about which idea to use for the Business Plan Using CANVAS to discuss and evaluate your teams ideas.

SESSION 6: ORGANIZATIONAL CULTURE AND MANAGING IN A GLOBAL ENVIRONMENT.  
*Lecture/debate*  
**Objective:** What is organizational culture and current issues? Outline of the global environment. How global business affects managers. Understanding how the environment affects a company and its opportunities. PESTLE

SESSION 7: PLANNING FUNDAMENTALS AND STRATEGIC MANAGEMENT  
*Lecture/debate*  
What is Strategic Planning and how it helps managers to be more efficient and effective. Defining Mission, Vision and Objectives. Overview of SWOT. Porter’s Five Forces.

PRACTICAL SESSION 8  
Each team will hand-in your company’s Mission statement, Vision and Strategic Goals; also present to class the SWOT analysis of your company and its Value Chain.
SESSION 9: GROWTH STRATEGIES
_Lecture/debate_

**Objective:** Learn how businesses grow from family run to corporations. Growth strategies: market penetration, market development, product development, diversification. Implementing growth strategies: mergers and acquisitions, leverage buyouts, restructuring, strategic alliances, joint/ventures.

SESSION 10: MARKETING
_Lecture/debate_

**Objective:** Understand how a marketing strategy affects a business.

SESSION 11: MIDTERM EXAM (80 MINUTES)
_Lecture/debate_

SESSION 12: IMPLEMENTING MARKETING.
_Teams will present to the class the marketing plan of their BP using the framework provided._

SESSION 13: MANAGING HUMAN RESOURCES AND CORPORATE SOCIAL RESPONSIBILITY
_Lecture/debate_

**Objective:** The human resource process; planning and analysis for job positions; recruitment and selection; compensation, rewarding and diversity. Understand social responsibility and how it affects businesses today.

SESSION 14: EMPLOYEE MOTIVATION
_Lecture/debate_

**Objective:** What is employee motivation and how does it affect the business? Maslow's hierarchy of needs theory; McGregor’s Theory X and Theory Y; goal setting; reinforcement theory; designing motivating jobs; expectancy theory; current issues in motivation. The Happiness Advantage video.

PRACTICAL SESSION 15: PLANNING YOUR HUMAN RESOURCES.

**Objective:** To learn how to plan the human side of the business, how to align people with performance, and how to start from a small team to a large organization.

**Deliverables:** Teams will present the human resource plan of their venture, describe profiles for each position, compensations schemes, and cost structure of personnel.

SESSION 16:

SESSION 17: LEADERSHIP: MANAGING CHANGE AND INNOVATION
_Lecture/debate_

**Objective:** Understand the difference between a leader and an executive. Managers or leaders? Theories on leadership; leadership models; and leadership skills in the 21-century. Understand how a change in the company affects the way managers do things. Managing change; what’s needed to successfully adapt to change; stimulating innovation. Take exam “How well do you manage change”.
PRACTICAL SESSION 18:
Case Discussion

SESSION 19: COMMUNICATION AND INFORMATION TECHNOLOGY
Lecture/debate

Objective: Understand the importance of communication and technology in the organization; interpersonal communication; communication within the company; understanding information technology; communication in today’s companies.

Reading Material: “Management”, Chapter 16 (book)

PRACTICAL SESSION 20: CONTROL OF BUSINESS PITCHES
Presentation/lab

Objective: Learn what an effective business pitch must have; present to classmates your pitches in order to improve them.

Deliverables: Present your pitches
SESSION 21: INTERNET AND E-COMMERCE

*Lecture/ Lab*

**Objective:** The importance of the Internet. Creating your web site; getting traffic; Search Engine Optimization (SEO); Buy Pay Per Clicks; define payment options; e-marketing.

**Deliverables:** Work on your team’s business webpage.

SESSION 22: OPERATIONS MANAGEMENT AND THE VALUE CHAIN AND SUPPLY CHAIN.

*Lecture/debate*

**Objective:** Understand how managing a business’s operations will make it more efficient. What’s operations management and why is it important? Managing the value chain, quality.

PRACTICAL SESSION 23: OPERATIONS MANAGEMENT AND THE VALUE CHAIN

*Teams will present their operations plan of their BP.*

SESSION 24: FINANCE IN A BUSINESS

*Lecture/debate*

**Objective:** Understand how a company finances itself. Liabilities and assets. Why finance/accounting skills are necessary in a business. Calculating your startup costs; finding the money; budgeting, cash flow, profitability. Revenue streams and cost structure of your company: using the BMG iPad App.

PRACTICAL SESSION 25: THE NUMBERS IN YOUR BUSINESS PLAN.

*Teams will calculate and present to class on Start Up Costs, and how to fund them; income statements and projections. BMG iPad App calculations.*

SESSION 26: FUNDAMENTALS OF MANAGEMENT CONTROL.

*Lecture/debate*

**Objective:** Understand the importance that controls have in keeping the business in line with its strategy. What is Control and its importance? The control process: productivity; tools to control a business’s productivity; financial controls; and corporate governance.

PRACTICAL SESSION 27: CONTROLS IN YOUR BP.

*Presentation/Debate*

SESSION 28: FINAL EXAM

SESSION 29 AND SESSION 30: BUSINESS PLAN PITCHES

**Objective:** Teams present their business pitch to the rest of the class and professor, as if they were investors. To ensure that all teams have the same opportunities, sessions will be held one after another; in other words, it will be a 3-hour class.

**Deliverables:** Prepare a business plan pitch and present and defend your business ideas.
5. EVALUATION SYSTEM

5.1. EVALUATION AND WEIGHTING CRITERIA

Class participation 10%
Exams 45%
Business Plan 45%

Business Plan Documents 20% (team grade)
Business Pitch to class 15% (individual grade)
Contribution grade 10% (individual grade)

Class Participation (10%)
Passive attendance to the class does not constitute participation. Students must come to class with the assigned materials read beforehand and case studies analyzed in depth. Students are expected to be very proactive and engaged in the class discussions, providing examples and contributing to enrich the discussion with thoughtful comments. Students may be called randomly during lecture to contribute to the class discussion.

Furthermore, students will be asked several times to make short presentations to the class. Individual participation in these presentations will also be evaluated towards the participation grade.

Exams (45%)
There will be two exams. One mid-term (15%) and the final cumulative exam (30%) that will include all the theoretical concepts studied throughout the term and the real world examples discussed.

Business Plan (45%)
Students will form teams of 5 to 7 members. Several practical sessions will be focused on advancing sections of the BP and teams are expected and required to meet regularly and work extensively in their BP outside of class.

There will be a team presentation of the Business Plan to the whole class. Each student must present a part of the BP pitch. Peers in each team will assign each other a contribution grade, in order to avoid any free riders. The average of your peers’ evaluation will account for 10% of your grade. The BP document will account for 20% of the grade and it will be the same for all members of the team. The presentation to the class will account for 15% of the grade and it will be assigned individually according to the quality of the work of each teammate. For this 15% I will also take into account the work done by each student in the presentations of small parts of the plan along the course.
Attendance
Students need to participate in a minimum of 70% of classes each course. Students who do not comply with this percentage of attendance will fail the course in the ordinary and the extraordinary calls of the academic year, and will have to enroll the course again in the next academic year.

If you need to be absent, make sure to notify the professor prior to your absence. The professor is not obligated to tell you how many absences you have. It is your responsibility to keep track of the number of times you do not attend class.

Class Integrity
Cheating will absolutely result in the failure of the assignment or exam and of the course. Plagiarism on written assignments is considered cheating, so please make sure to quote the source when writing down someone else’s words or ideas.

RETAKE POLICY
• Each student has 4 chances to pass any given course distributed in two consecutive academic years (regular period and July period).
• Students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enroll again in this course next academic year).
• Grading for retakes will be subject to the following rules:
  o Students failing the course in the first regular period will have to do a retake in July (except those not complying with the attendance rules, which are banned from this possibility).
  o Dates and location of the July retakes will be posted in advance and will not be changed. Please take this into consideration when planning your summer.
  o The retake will consist on comprehensive exam, covering all the materials in the course, notes, readings and practical cases. The exam will include both multiple-choice and open-ended type of questions.
  o The grading criteria for the retakes is a minimum of 5 out of 10 to pass.
  o The maximum grade that a student may obtain in the retake will be 8 out of 10.

6. USE OF ELECTRONIC DEVICES IN CLASS

All cell phones must be turned off and out of sight during class and failing to comply with this rule will result in expulsion from the classroom. Students must be aware that expulsion from the class results in losing the attendance to that session in the first instance, and if a second expulsion should occur during the semester, 2 sessions will be taken away from the attendance count.

This subject does not require the use of a laptop in class, but if you want to bring your laptop to class to take notes, please contact me in advance, and under no circumstances should it be used for non-academic purposes. Furthermore, be aware that the use of electronic devices for activities not related to this class will hinder your grade on participation.