



DIRECCIÓN Y  
ORGANIZACIÓN DE  
EMPRESAS /  
BUSINESS  
ORGANIZATION AND  
MANAGEMENT

**Grado en Creación,  
Administración y  
Dirección de  
Empresas**



UNIVERSIDAD  
**NEBRIJA**

## SYLLABUS

**Course:** Dirección y Organización de Empresas / Business Organization And Management

**Degree:** Grado en Creación, Administración y Dirección de Empresas

**Type:** Mandatoy

**Languages:** Spanish and english

**Modality:** In person/online

**Credits:** 6

**Year:** 2º

**Semester:** 2º

**Professors:** Azucena Martín Quevedo, Jorge Hernando Cuñado

### 1. COMPETENCES AND LEARNING OUTCOMES

#### 1.1. Competences

- Basic competences: CB1, CB2, CB3, CB4, CB5
- General competences: CG1, CG3, CG5, CG6, CG9, CG11, CG12, CG13, CG14, CG15, CG16, CG17, CG20
- Specific competences: CE3, CE11, CE12, CE13, CE14, CE17, CE18, CE28, CE36, CE37, CE52, CE53

#### 1.2. Learning outcomes

- Properly organise the business activity in all its functional areas: strategy, marketing, operations, human resources, finance and international.
- Apply the functions of a human resources department
- Lead and manage work teams
- Implement governance criteria and organise continuity and succession in the family business.
- Describe the production and operations system of a company
- Develop and apply a company's strategic plan
- Develop and implement a company's marketing plan
- Identify the possibilities of internationalisation of a company and choose the method of market entry

### 2. Contents

#### 2.1. Prerequisites

There are no prerequisites for taking any of the subjects in this course.

#### 2.2. Description

Aproximación al estudio de la empresa como organización. En una primera etapa, se estudia el individuo, los determinantes de su conducta y nivel de desempeño. Posteriormente, se analizan las relaciones al nivel de grupo, dinámicas de poder e influencia, liderazgo, gestión de conflictos, etc. Finalmente, se da un repaso a las configuraciones organizativas, estructuras, organigramas y procesos que tienen lugar en el ámbito de toda organización. A lo largo del curso, el alumno irá adoptando una visión global de las organizaciones empresariales, tanto desde la perspectiva

individual como de grupo, adquiriendo así una amplia formación sobre la gestión y la organización de las mismas.

Approach to the study of the company as an organization. In a first stage, we study the individual, the determinants of their behavior and level of performance. Subsequently, we analyze the relationships at the level of group, dynamics of power and influence, leadership, conflict management, etc. Finally, a review is given to the organisational configurations, structures, organizational charts and processes that take place in the field of any organization. Throughout the course, the student will adopt a global vision of business organizations, both from the individual and group perspective, thus acquiring extensive training on the management and organization of the same.

### 2.3. Covered topics

#### Introduction

- Managerial functions
- Managerial skills
- The field of organisational behaviour
- Complementing intuition with systematic study
- Disciplines contributing to the field of Organisational Behaviour
- Few absolute truths in organisational behaviour
- Developing a model of organisational behaviour

#### Parte I. Individual variables

##### Fundamentals

- Aptitude
- Biographical characteristics
- Learning
- Personality
- Perception
- Creativity
- Emotions

##### Values, attitudes, satisfaction

- Values
- Attitudes
- Satisfaction

##### Motivation

- Definition of motivation
- Early theories
- Contemporary theories
- Job design
- Performance
- Involvement
- Rewards

#### Parte II. Group variables

##### Leadership

- Leadership versus management
- Theories based on leadership characteristics
- Behavioural theories
- Contingency-based theories
- Charismatic leadership
- Transactional and transformational leadership
- Contemporary leadership roles

##### Teamwork

- Definition and types of groups
- Phases in the development of a group
- Elements of groups
- Group decision-making
- Definition and types of teams
- Components of effective teams

#### Communication

- Communication process
- Channels of communication
- Types of communication
- New forms of communication

#### Conflict, politics and negotiation

- Power
- Policy
- Print management
- Conflict
- Negotiation

### **Parte III. Organisational variables**

#### Organisational structure

- Fundamentals
- Types of structure
- Organisational design models
- Contingent factors

#### Organisational culture

- Definition and characteristics
- Basic functions of culture
- Model of socialisation
- Organisational culture formation

#### Organisational development and change

- Forces in change processes
- Resistance to change
- Approaches
- Interventions
- Work-related stress
- Learning organisations

### **2.4. Individual/Group assignments**

During the course, some of the following activities, practices, reports or projects, or others of similar nature or objectives, may be developed:

Directed Activity 1 (AD1): Group research and presentation: individual variables.

Directed Activity 2 (AD2): Group research and presentation: group variables.

Directed Activity 3 (AD2): Individual Work: organisational variables

### **2.5. Learning Activities**

<b>Learning Activities:</b>		
<b>Type of in person activity</b>	<b>Horas</b>	<b>Presencialidad %</b>
A1 Masterclass/Theoretical Foundations	<b>45</b>	<b>100%</b>
A2 Practical classes. Seminars and workshops	<b>9</b>	<b>100%</b>
A3 Tutoring	<b>9</b>	<b>100%</b>
A4 Student work or exercises	<b>18</b>	<b>0%</b>
A5 Activities through virtual resources	<b>6</b>	<b>50%</b>
A6 Access and research on complementary content	<b>6</b>	<b>0%</b>
A7 Individual study	<b>51</b>	<b>0%</b>
A13 Evaluation	<b>6</b>	<b>100%</b>

  

<b>Type of online activity</b>	<b>Horas</b>	<b>Presencialidad %</b>
A9 Asynchronous classes	<b>12</b>	<b>0%</b>
A10 Practical classes. Synchronous or asynchronous.	<b>12</b>	<b>0%</b>
A3 Tutoring	<b>24</b>	<b>0%</b>
A4 Student work or exercises	<b>18</b>	<b>0%</b>
A5 Activities through virtual resources	<b>12</b>	<b>0%</b>
A6 Access and research on complementary content	<b>12</b>	<b>0%</b>
A7 Individual study	<b>54</b>	<b>0%</b>
A13 Evaluation	<b>6</b>	<b>100%</b>

<p><b>Methodologies:</b>  <b>In person:</b> MD1, MD2, MD3, MD4, MD5  <b>Online:</b> MD1, MD2, MD3, MD4, MD5</p>
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### 3. EVALUATION SYSTEM

#### 3.1 Grading system

The final grading system shall be expressed numerically as follows:

- 0 - 4,9 Failure (SS)
- 5,0 - 6,9 Passed (AP)
- 7,0 - 8,9 Notable (NT)
- 9,0 - 10 Outstanding (SB)

The mention of "matrícula de honor" may be awarded to students who have obtained a grade equal to or higher than 9.0.

#### 3.2 Evaluation criteria

Ordinary call

Modality: In person

Evaluation system	Porcentaje
S1 Class attendance and participation	10%
S2 Presentation of work and projects (Individual and team work)	30%
S3 Partial test in person (written/presentation of work)	10%
S4 Examen final o trabajo final presencial	50%

Modality: Online

Evaluation system,	Porcentaje
S10 Participation in forums and tutored activities	10%
S2 Presentation of work and projects (Individual and team work)	30%
S4 Final exam or final work in person	60%

Extraordinary call

Modality: In person

Evaluation system	Porcentaje
S2 Presentation of work and projects (Individual and team work)	30%
S4 Final exam or final work in person	70%

Modality: Online

Evaluation system	Porcentaje
S2 Presentation of work and projects (Individual and team work)	30%
S4 Final exam or final work in person	70%

Restrictions and explanation of weighting: In order to be able to average the above weightings, it will be necessary to obtain at least a mark of 5 in the final exam.

Likewise, it will be the teacher's discretion to request and re-evaluate the practicals or written assignments, if these have not been handed in on time, have not been passed or if the student wishes to improve the mark obtained in both exams.

In any case, the passing of any subject/subject is subject to passing the corresponding final face-to-face and individual tests.

### **3.3 Restrictions**

#### Minimum Grade

To be able to qualify for inclusion of the above evaluation criteria percentages in the calculation of the final grade, it is necessary to obtain at least a grade of 5.0 in the final test.

#### Attendance

Student who have missed more than 25% class meetings (unexcused) may be denied the right to take the final exam in the ordinary session.

#### Writing Standards

Special attention will be given to written assignments, as well as to exams, regarding both presentation and content in terms of grammatical and spelling aspects. Failure to meet the minimum acceptable standards may result in point deduction.

### **3.4 Plagiarism warning**

Nebrija University will not tolerate plagiarism under any circumstances. Reproducing content from sources other than a student's own work (the internet, books, articles, and peers' work, among others) without proper citation will be considered plagiarism.

If these practices are detected, they will be considered a serious offense, and the sanctions provided for in the Student Regulations may be applied.

#### 4. BIBLIOGRAPHY

##### Basic bibliography

- Robbins, S. P. & Judge, T. A. (2022). *Organizational Behavior*. Pearson Education.
- Clegg, S. R., Pitsis, T. S., & Mount, M. (2021). *Managing and organizations: An introduction to theory and practice*. Sage
- Mintzberg, H. (1994). *The rise and fall of strategic planning: Reconceiving roles for planning, plans, planners*. Free Press.
- Mullins, L. J., & McLean, J. E. (2019). *Organisational behaviour in the workplace*. Harlow: Pearson.

##### Complementary bibliography

- Mintzberg, H. (2009). *Managing*. Berrett-Koehler Publishers.
- Goleman, D. (2006). *Social intelligence: The new science of human relationships*. Bantam.
- Robbins, S. P., & Coulter, M. (2021). *Management* (15th ed.). Pearson.
- Schein, E. H., & Schein, P. (2017). *Organizational culture and leadership* (5th ed.). Wiley.