



## Information about the subject

**Degree:** Bachelor of Science Degree in Business Administration and Management

**Faculty:** Faculty of Legal, Economic and Social Sciences

**Code:** 301102 **Name:** Introduction to Management

**Credits:** 6,00 **ECTS Year:** 1 **Semester:** 1

**Module:** Management and Business Organisation

**Subject Matter:** Business **Type:** Basic Formation

**Department:** Economics, Business Management, and Marketing

**Type of learning:** Classroom-based learning / Online

**Languages in which it is taught:** English, Spanish

### Lecturer/-s:

|       |  |                       |
|-------|--|-----------------------|
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## Module organization

### Management and Business Organisation

| Subject Matter       | ECTS  | Subject                                   | ECTS | Year/semester |
|----------------------|-------|---|------|---------------|
| Strategic Management | 24,00 | Business Growth Strategies                | 6,00 | 4/2           |
|                      |       | Entrepreneurship and Business Development | 6,00 | 3, 4/1        |
|                      |       | Human Resources Management                | 6,00 | 3/1           |
|                      |       | Strategic BusinessManagement              | 6,00 | 4/1           |
| Business Management  | 18,00 | Corporate Social Responsibility           | 6,00 | 4/2           |
|                      |       | Creativity and Innovation Management      | 6,00 | 3/2           |
|                      |       | Quality Management and Environment Impact | 6,00 | 3/1           |
| Business             | 12,00 | Introduction to Management                | 6,00 | 1/1           |
|                      |       | Organisational Behaviour                  | 6,00 | 2/2           |

## Recommended knowledge

There are not pre-requisites



## Learning outcomes

At the end of the course, the student must be able to prove that he/she has acquired the following learning outcomes:

- R1 Demonstrate possession and understanding of knowledge in a field of study that builds upon general secondary education, typically reaching a level supported by advanced textbooks and including aspects that involve knowledge from the forefront of the field. [RAB1]
- R2 Apply their knowledge correctly to their work or vocation in a professional manner and be able to develop and defend arguments and solve problems within their field of study. [RAB2]
- R3 Be able to gather and interpret relevant data (usually within their field of study) to make judgments that include reflections on relevant social, scientific, or ethical issues. [RAB3]
- R4 Be able to convey information, ideas, problems, and solutions to both specialized and non-specialized audiences in both Spanish and English. [RAB4]
- R5 Demonstrate a high degree of autonomy in learning. [RAB5]
- R6 Develop theoretical-practical responses based on the sincere pursuit of complete truth and the integration of all dimensions of the human being in the face of life's big questions. [RAT1]
- R7 Apply the principles derived from the concept of integral ecology in their proposals or actions, regardless of the scope, area of knowledge, or contexts in which they are proposed. [RAT2]
- R8 Respect and implement the ethical principles and action proposals derived from the Sustainable Development Goals, transferring them to all academic and professional activities. [RAT3]
- R9 Be able to make decisions autonomously, responsibly, and based on reason. [RAG2]
- R10 Be able to generate and develop new ideas and original, innovative solutions for the problems and challenges that arise in their field of study and professional environment, demonstrating initiative, flexibility, and critical thinking. [RAG3]
- R11 Be able to relate to and collaborate with others in a respectful, empathetic, and assertive manner, recognizing and valuing different disciplines, diversity, and interculturality, and managing conflicts that may arise constructively. [RAG7]



- R12 Be able to act with confidence and self-esteem in their field of study and professional environment, taking on the challenges and responsibilities that arise, and making autonomous and informed decisions. [RAG8]
- R13 Demonstrate commitment, responsibility, and ethics in their academic and professional environment, respecting human rights, democratic principles, the environment, and legality, assuming the consequences of their actions, and promoting equal opportunities and accessibility between men and women. [RAG9]
- R14 Be able to identify and describe the constitutive aspects of an organization (such as its goals and objectives, ownership, size, culture, structure, technology, etc.) and relate them to its operation and adaptation to the environment. [RAE2]
- R15 Be able to integrate and apply the knowledge from the different disciplines that make up the field of business administration and management (such as economics, accounting, finance, marketing, organization, etc.), to perform a comprehensive and strategic analysis of a company, defining the criteria that characterize and differentiate it from others, and linking the results with the analysis of the environment in which it operates. [RAE3]
- R16 Be able to understand existing technology and new technologies that affect the field of business administration and management, as well as evaluate their impact on the creation, development, and competitiveness of new or future markets. [RAE4]
- R17 Be able to integrate and manage a company, organization, or functional area, understanding its competitive and institutional positioning in the market and environment, and identifying its strengths and weaknesses, as well as the threats and opportunities it faces, to improve its performance and sustainability. [RAE6]
- R18 Be able to diagnose the current situation and the foreseeable evolution of a company based on accounting records, financial information, and cost data, and to make an assessment of its economic and financial health and sustainability. [RAE8]



## Assessment system for the acquisition of competencies and grading system

| Assessed learning outcomes  | Granted percentage | Assessment method  |
|---|--------------------|--|
| R1, R2, R3, R6  | 15,00%             | Objective Tests  |
| R4, R5, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18                 | 25,00%             | Completion of Theoretical-Practical Activities                                     |
| R4, R7, R8, R10, R11, R12, R13, R14, R15, R18                                   | 10,00%             | Class Attendance and Participation   |
| R13, R14, R15, R16, R18   | 50,00%             | Final Exam   |
| R1, R2, R3, R4, R5, R6, R7, R8, R9, R10, R11, R12, R13, R14, R15, R16, R17, R18 | 5,00%              | Participation in Synchronous Communication Activities                              |
| R1, R2, R3, R4, R5, R6, R7, R8, R9, R10   | 25,00%             | Deliverable Activities   |
| R2, R6, R7, R8, R10   | 15,00%             | Periodic Evaluations Through Online Questionnaires                                 |
| R2, R3, R4, R5, R6  | 5,00%              | Participation in Discussion Forums   |
| R3, R6, R7, R8, R9, R10, R15, R16, R17  | 50,00%             | Final evaluation with essay questions and practical scenarios (In-person activity) |

### Observations

#### ASSESSMENT SYSTEM

The course assessment system is as follows:

The final exam will account for 50% of the final grade and will consist of two parts. First, there will be an objective test consisting of a 30-question, three-choice multiple-choice questionnaire. Second, there will be a test consisting of two open-ended, practical questions. The final exam must be passed with a minimum score of 5/10.

Continuous assessment will account for the remaining 50% of the final grade and will be based on



student participation and attendance in class (10%) and the completion of two objective tests (15%) and two exams based on theoretical and practical activities (25%) conducted in class during the weeks indicated in the calendar. They will be completed individually without a computer or mobile phone. The theoretical and practical activities will then be presented orally in class by teams. In the event of an unsatisfactory evaluation or lack of attendance (duly justified) for one of these continuous assessment tests, there will be the option of taking a test on the last school day of the semester.

Attendance and participation in at least 70% of the course's class sessions is required, unless participation in the extraordinary and exceptional single assessment system explained below has been approved.

**Exceptional SINGLE ASSESSMENT System (Evaluación Unica) :**

In accordance with the General Regulations for the Evaluation and Grading of Official Studies and UCV's Own Degrees, the single assessment is linked to the student's inability to attend. It is, therefore, an extraordinary and exceptional assessment system available to those students who, with justified and accredited evidence, are unable to submit to the continuous assessment system and who so request the professor responsible for the subject, who will expressly decide on the admission of the student's request for a single assessment and will inform the student of the acceptance/denial. Students may request access to recordings of online sessions to facilitate course follow-up.

The single assessment, if granted, will be based on the general exam for the subject, which will account for 50% of the final grade, and an additional theoretical and practical exam, which will account for the remaining 50% in both the first and second sittings.

The second sitting exam will consist of a final exam like the first sitting exam, plus an exam related to the continuous assessment activities if these activities have not been passed throughout the course.

## ARTIFICIAL INTELLIGENCE

Regarding the use of artificial intelligence in general, the use of AI will not be permitted in the continuous and final assessment tests. However, its use will be permitted in specific cases for activities for which the instructor has expressly authorized it, following the guidelines set by the instructor on appropriate and responsible use. In all cases, students must explain the tasks completed with AI support and critically assess the contribution the AI ??has made to their work. If responsible use is not observed and the guidelines set by the instructor are not followed, students will lose the option to have their participation and theoretical and practical activities evaluated and presented in class in the future.

## HONOR:

According to Article 14.4 of the General Regulations for the Evaluation and Grading of Official Studies and UCV's Own Degrees, the "Honor" distinction may be awarded to students who have obtained a grade equal to or higher than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is less than 20, in which case only one "Honor" distinction may be awarded.

Students who obtain a final grade of "A" may be eligible for honors. This will be assessed based



on their effort in voluntary activities and their interest in learning, thereby contributing to the achievement of the group's objectives. The UCV's general criteria will apply, according to which only one honors degree may be awarded for every 20 students (or a fraction for groups of fewer than 20 students).

## MENTION OF DISTINCTION:

The mention of "Honors" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is lower.

## Learning activities

The following methodologies will be used so that the students can achieve the learning outcomes of the subject:

- M1 Lecture of contents by the teacher, analysis of competencies, explanation, and demonstration of abilities, skills, and knowledge in the classroom.
- M3 Supervised group work sessions led by the teacher. Study of economic-business cases, both real and fictitious. Meaningful construction of knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M4 Supervised monographic sessions with shared participation.
- M5 Application of interdisciplinary knowledge.
- M6 Personalized and small-group attention. Instruction and/or guidance period conducted by a tutor with the aim of reviewing and discussing materials and topics presented in classes, seminars, readings, completion of assignments, etc.
- M7 Set of oral and/or written tests used in the initial, formative, or summative assessment of the student.
- M9 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.
- M10 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., to present or submit in theoretical classes, practical classes, and/or small-group tutorials.



- M11 Presentation of content by the teacher, analysis of competencies, explanation, and demonstration of skills, abilities, and knowledge in the virtual classroom.
- M12 Group work sessions via moderated chat led by the teacher. Study of economic-business cases, both real and fictitious, to construct knowledge through student interaction and activity. Critical analysis of values and social commitment.
- M13 Monographic sessions throughout the course, focused on current aspects and applications of the subject.
- M14 Problem-solving, comments, reports, to be submitted at deadlines throughout the course.
- M15 Individual attention for monitoring and guidance of the learning process, conducted by a tutor with the objective of reviewing and discussing materials, topics, seminars, readings, completion of assignments, etc.
- M16 Participation and contributions to discussion forums related to the subject, moderated by the course instructor.
- M17 Set of tests, written or oral, used in the initial, formative, or summative assessment of the student.
- M19 Group preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for dissemination or submission.
- M20 Student study: individual preparation of readings, essays, problem-solving, seminars, assignments, reports, etc., for discussion or submission in electronic format.





## IN-CLASS LEARNING

### IN-CLASS LEARNING ACTIVITIES

|                                  | LEARNING OUTCOMES                                    | HOURS        | ECTS        |
|----------------------------------|--|--------------|-------------|
| On-campus Class<br>M1            | R1, R2, R14, R15, R17, R18                           | 22,00        | 0,88        |
| Practical Class<br>M3            | R2, R4, R8, R9, R10, R11,<br>R13, R14, R15, R17, R18 | 15,00        | 0,60        |
| Seminar<br>M4                    | R6, R7, R8   | 6,00         | 0,24        |
| Group Project Presentation<br>M5 | R1, R4, R10, R12                                     | 5,00         | 0,20        |
| Tutoring<br>M6                   | R1, R8, R9   | 6,00         | 0,24        |
| Evaluation<br>M7                 | R1, R2, R6, R10, R14, R15,<br>R18                    | 6,00         | 0,24        |
| <b>TOTAL</b>                     |  | <b>60,00</b> | <b>2,40</b> |

### LEARNING ACTIVITIES OF AUTONOMOUS WORK

|                        | LEARNING OUTCOMES                          | HOURS        | ECTS        |
|------------------------|--|--------------|-------------|
| Group Work<br>M9       | R3, R6, R7, R11, R12, R17,<br>R18          | 30,00        | 1,20        |
| Individual Work<br>M10 | R1, R3, R5, R9, R10, R12,<br>R13, R17, R18 | 60,00        | 2,40        |
| <b>TOTAL</b>           |  | <b>90,00</b> | <b>3,60</b> |



## ON-LINE LEARNING

### SYNCHRONOUS LEARNING ACTIVITIES

|   | LEARNING OUTCOMES                                    | HOURS        | ECTS        |
|---|--|--------------|-------------|
| Synchronous Virtual Session<br>M11                        | R1, R2, R14, R15, R17, R18                           | 4,00         | 0,16        |
| Synchronous Virtual Practical Session<br>M12              | R2, R4, R8, R9, R10, R11,<br>R13, R14, R15, R17, R18 | 4,00         | 0,16        |
| Synchronous Virtual Seminar and<br>Videoconference<br>M13 | R6, R7, R8   | 4,00         | 0,16        |
| In-person Assessment<br>M17                               | R1, R2, R6, R10, R14, R15,<br>R18                    | 3,00         | 0,12        |
| Group Work<br>M19   | R1, R4, R10, R12                                     | 10,00        | 0,40        |
| Individual Work<br>M20                                    | R1, R2, R5, R6, R9, R10,<br>R13, R15, R17, R18       | 60,00        | 2,40        |
| <b>TOTAL</b>  |  | <b>85,00</b> | <b>3,40</b> |

### ASYNCHRONOUS LEARNING ACTIVITIES

|   | LEARNING OUTCOMES                 | HOURS        | ECTS        |
|---|-----------------------------------|--------------|-------------|
| Individual Tutoring<br>M15, M20         | R1, R2, R6, R10, R14, R15,<br>R18 | 5,00         | 0,20        |
| Discussion Forums<br>M16                | R1, R8, R9                        | 10,00        | 0,40        |
| Continuous Assessment Activities<br>M14 | R1, R4, R10, R12                  | 50,00        | 2,00        |
| <b>TOTAL</b>                            |                                   | <b>65,00</b> | <b>2,60</b> |



## Description of the contents

Description of the necessary contents to acquire the learning outcomes.

### Theoretical contents:

| Content block  | Contents  |
|--|---|
| The business as a socioeconomic reality. Introduction to management.                 | Concept of business and organization. Systems approach to business. Business management: objectives and general functions. Types of businesses. Ownership, management, and governance. Stakeholder relationship management and corporate social responsibility.   |
| The management function and decision-making.   | Management levels. The management function and decision-making at different levels. Belbin roles. Decision-making tools. Ethics in management decision-making.  |
| The business and its environmental orientation. Strategic management of the business | Concept of strategic management and its phases. Phase 1: Internal and external analysis (Porter and PESTEL). Phase 2: Strategy formulation. Corporate strategy: purpose, mission, vision, and values; development and growth goals and strategies (Ansoff Matrix). Phase 3: Competitive strategy: creating and maintaining a sustainable competitive advantage. |
| Planning, organization, and control.   | Phase 4: Planning, information management, and control tools: balanced scorecard. Organizational design as a tool for implementation.   |
| Management and leadership in the business  | Management and Leadership in Business Management and leadership styles. Human behavior in business. Leadership in the 21st century.   |



## Temporary organization of learning:

| Block of content   | Number of sessions | Hours |
|--|--------------------|-------|
| The business as a socioeconomic reality. Introduction to management.                 | 6,00               | 12,00 |
| The management function and decision-making.   | 6,00               | 12,00 |
| The business and its environmental orientation. Strategic management of the business | 6,00               | 12,00 |
| Planning, organization, and control.   | 6,00               | 12,00 |
| Management and leadership in the business  | 6,00               | 12,00 |

## References

Iborra, M. et al. (2014): Fundamentos de Dirección de Empresas: Conceptos y habilidades directivas, Thomson, Madrid

Robbins, S., y Coulter, M. (2012). Management. Prentice Hall

Fuentes, M. D. M. F., Pozo, E. C., & Sáez, C. A. A. (2014). Fundamentos de dirección y administración de empresas. Ediciones Pirámide