

Academic Year/course: 2021/22

27352 - Integrated Management and Value Creation

Syllabus Information

Academic Year: 2021/22

Subject: 27352 - Integrated Management and Value Creation

Faculty / School: 109 - Facultad de Economía y Empresa

228 - Facultad de Empresa y Gestión Pública

301 - Facultad de Ciencias Sociales y Humanas

Degree: 448 - Degree in Business Administration and Management

454 - Degree in Business Administration and Management

458 - Degree in Business Administration and Management

ECTS: 6.0

Year: 4

Semester: Second semester

Subject Type: Optional

Module:

1. General information

1.1. Aims of the course

The course Global Management and Value Creation has an optional character. Its objective is to generate professional situations in the field of the firm's management and organizations, related to the environment in which they develop their activity by introducing some complex management techniques and linking with each of the functional areas that structure the business activity.

In this context, the topics are dedicated to developing concepts related to the strategy and value generation of companies, their environment and their dimension. The variables that determine the value of the company are analyzed one by one, as well as the joint implications on the company's results.

The situations that are generated are very varied and give rise to each group having to design and develop their own strategies in the face of the competitive situations that are presented to them in each of the areas in which it operates.

All the contents of the subject are developed with a markedly practical orientation, promoting student participation and debate in the classroom.

In the development of the topics are introducing continuously, as stimulus to professional management, aspects of the SDGs affecting business activity, in particular the 4-Quality education, 5-Gender equality, 7-Affordable and non-polluting energy, 9-Industry, innovation and infrastructure, 12-responsible production and consumption, and 13-climate action.

1.2. Context and importance of this course in the degree

Global Management and Value Creation it is an eminently applied subject that takes the perspective of the general management of the company where the decisions that contribute to the generation of value are made. It gives a global and integrated view of the company, its problems, and its relationship with the environment, we enter into the analysis of the details of specific aspects such as the differences between environments and competitive models in each of the operational areas. The strategies of each company and their link with the objectives that it intends to achieve. The results derived from decisions and their relevance in terms of objectives.

The knowledge and competencies acquired by students in previous subjects are key to the professional management of the virtual company competing in a business game.

1.3. Recommendations to take this course

The subject is optional, no prerequisites have been established for this subject, although it would be advisable to have passed Strategic Management and Business Policy.

2. Learning goals

2.1. Competences

Specific competencies

- Direct and manage companies and organizations.
- Know the operation at the level of the whole and the process of generating value of a company or organization and perform with ease any management work entrusted to it.
- Assess the situation and foreseeable evolution of companies and organizations, make decisions and extract relevant knowledge.
- Issue advisory reports on specific situations related to value creation in sector, organization and business markets.
- Understand and apply professional criteria and scientific rigor to the resolution of economic, business and organizational problems.

Cross-cutting competencies

- Ability to troubleshoot.
- Organizational and planning capacity.
- Ability to analyze and search information from a variety of sources.
- Ability to make decisions.
- Motivation for quality and excellence.
- Ability to adapt to new situations.
- Ability to apply knowledge in practice.

2.2. Learning goals

- Understands the process of management of the company at a global level and the generation of value of each of the strategies.
- Knows, understands and integrates the basic and advanced concepts around the management and management of the company and its functional areas, the process of generating value in the field of companies and organizations.
- Applies techniques and models for problem solving in the management area of the company, identifying the relevant strategies and variables.
- Identifies and describes the scope of the different management functions in the company at the professional and application level to the specific case of the company it manages.
- Known and integrate the key elements of the decision-making process.

2.3. Importance of learning goals

The content of this subject is of interest to the student as it offers a vision of the company from a global perspective that gives rise to the integration of knowledge of all the subjects that give own content to each of the areas of the company.

In the context of the subject, the decision-making applied to the situations of the company that are generated week by week is studied as the results of the decisions made by each group are obtained when processing them in competition. These situations range from the initial setting of objectives to be achieved, to the consequent deployment of them in each of the functional areas, the resources available to achieve them and the effectiveness of them.

3. Assessment (1st and 2nd call)

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

The student must demonstrate that he or she has achieved the learning results through the following assessment activities:

In the **first call** there are two evaluation systems:

1. Continuous Evaluation: The student is offered the possibility to carry out a continuous evaluation, through the activities carried out during the class period, which are reflected in the management results of each company according to the objectives set by the company, in addition to the evaluations of the shareholder meetings and the final management report.
2. Global Test: It consists of a written test that will be carried out on the dates indicated in the calendar approved by each center. This overall test shall consist of a two-part examination, one of the theoretical contents of the subject and another part of practical application to cases of companies or organizations.

In the **second call**, the evaluation will be carried out by means of a comprehensive test that will have the same structure as the overall test in the first call.

Valuation criteria

The evaluation of the activities will be carried out according to the following criteria.

Students who take in the continuous assessment system must fulfil as necessary conditions that:

1. Companies must comply with existing competition rules and have not suffered penalties for anti-competitive practices.
2. The final value of the own resources allocated to each undertaking must be the initial plus a return equivalent to the cost of

the long-term debt.

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The final qualification will be obtained by adding the grade obtained in each of the following activities:

1. Valuation of the results according to the objectives achieved by each company (up to 6 points). The rating will be by group.
2. Exposure to management shareholder meetings and results achieved (up to 2 points). The rating will be individual.
3. Management memory that will be mandatory delivery for all companies (up to 2 points). The rating will be individual.

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The student who does not choose the continuous evaluation or who does not pass the subject by continuous evaluation or who wants to improve his grade, will have the right to take a global test (in first or second call), prevailing, in any case, the best of the qualifications obtained. The overall test will consist of a theoretical-practical examination, in the places, dates and time limit previously established. Such examination shall consist of two parts, theoretical and practical, where the theoretical and practical part will have the same assessment (5 in each case).

These tests are expected to be carried out in person, but if health circumstances require it, they will be carried out in a semi-presence or online manner. In the case of online evaluation, it is important to note that, in any test, the student can be recorded, being able to exercise his rights by the procedure indicated in:

https://protecciondatos.unizar.es/sites/protecciondatos.unizar.es/files/users/lopd/gdocencia_reducida.pdf

The necessary software will be used to check the originality of the activities carried out. Detection of plagiarism or copying on an activity will involve grading 0 points on the activity.

4. Methodology, learning tasks, syllabus and resources

4.1. Methodological overview

The methodology followed in this course is oriented towards the achievement of the learning objectives. A wide range of teaching and learning tasks are implemented, such as lectures, practice sessions and tutorials.

In the teaching-learning process Global Management and Value Creation various teaching methods will be used. Exhibited teaching forms will be used for the case of theoretical classes in the first sessions. The teaching forms of participation, which seek the involvement of the student in the teaching-learning process, are the most used since the decisional process and interaction in the classroom are inherent in the subject approach. Thus, this second type of methods favor the interaction between both the teacher and the student and between the students themselves, and are suitable methods for the development of so-called generic competencies.

As support will be made available to students in the ADD, basic consultation materials such as the Subject Program, the Teaching Guide, presentations used by the teacher in the presentation of the subjects, scripts of the practices or complementary materials.

4.2. Learning tasks

This course is organized as follows:

- **Lectures** (1.2 ECTS). Two-hours weekly sessions. In which theoretical concepts will be introduced as well as real examples in the first sessions.
- **Practice sessions** (1.2 ECTS). Practice sessions will be devoted to work on teams managing a firm in a virtual environment, involving the students in the learning process.
- **Tutorials**. Face to face or by using e-learning platform (ADD) office hours, where lecturers help to clarify student's questions about the theoretical and/or practical contents of the subject.
- **Exam** (0.1 ECTS: 2.5 hours).
- **Autonomous work and study** (3.5 ECTS: 90 hours). Preparing decisions, presentations and reports in group (2 ECTS: 50 hours). Preparing tests and decisions (1.5 ECTS: 40 hours).

In principle, the teaching delivery methodology is expected to pivot around face-to-face classes. However, if necessary for health reasons, the face-to-face classes may be taught semi-face-to-face or online.

4.3. Syllabus

This course will address the following topics:

- **Topic 1. Strategic integration**
 - 1.1. Corporate Strategy: Mission, vision, strategies and objectives.
 - 1.2. Policies and strategic support procedures. Strategy and strategic management. Competitive environments and classical strategies.
 - 1.3. Horizontal strategy.

- 1.4. Vertical strategy.
- **Topic 2. Strategy, performance and value**
 - 2.1. Performance measures of the firm.
 - 2.2. Firm growth analysis.
 - 2.3. Risk analysis
 - 2.4. Value of the firm.
 - 2.5. Value innovation.
- **Topic 3. Supervision of the Strategy**
 - 3.1. Supervision of the Strategy and diagnosis
 - 3.2. Strategies for reshaping the portfolio.
 - 3.3. Strategies for recomposing the portfolio.
 - 3.4. Product-market strategies.
- **Topic 4. Integrated planning**
 - 4.1. Classical planning models
 - 4.2. The planning crisis
 - 4.3. Business models architecture
 - 4.4. Potential functions for planning
- **Topic 5. Decision, strategy and value**
 - 5.1. Modelling the decision process
 - 5.2. Organizational politics model
 - 5.3. Decisional process in the organization
 - 5.4. Effective - decision making

4.4. Course planning and calendar

Further information concerning the timetable, classroom, office hours, assessment dates and other details regarding this course, will be provided on the first day of class or please refer to the Moodle website (<https://moodle2.unizar.es>); Academic calendar website (<https://academico.unizar.es/calendario-academico/calendario>); or the website of your corresponding faculty (Zaragoza: <https://econz.unizar.es/>, Huesca: <http://fegp.unizar.es/>, Teruel: <http://fcsch.unizar.es/>).

The calendar of theoretical and practical face-to-face sessions of the subject will be made public on the center's website, the dates of delivery of papers, evaluations and other activities will be communicated by the faculty of the subject through the appropriate means (the ADD Ring of the University of Zaragoza, the bulletin board of the Center, the website of the Faculty and / or the service of reprographics"

Course presentation: The first class session explains in detail the objectives of the subject and the evaluation criteria to be applied. The teaching methodology is proposed to be used in the theoretical and practical classes and also a brief introduction to the contents that will be covered in the different topics that make up the program of the subject.

Practical classes: The deployment of the chapters is effective through groups as a maximum of 3 students who manage a virtual company according to the management objectives that they set in the group for their business game. The accuracy in meeting the objectives will allow the classification of firms week by week based on success in managing each group in competition with the other groups in the classroom.

Continuous evaluation: Throughout the course and at the intermediate and final shareholder meetings that were scheduled on dates to be determined.

Final exam: According to the established schedule, in each of the two calls, the student will be able to take an exam to evaluate his theoretical and practical knowledge of the subject.