

Course Program

MANAGEMENT 101

Mission of the Business and Economics School

“To contribute to economic and social Development through the generation and dissemination of advanced knowledge and training of professionals of excellence in the field of Administration and economics, who are distinguished by their entrepreneurial capacity, global mindset, innovative attitude and who are capable of becoming protagonists in the generation of Value and impact on organizations.”

A. General Background

1.Academic Unit	BUSINESS AND ECONOMICS SCHOOL						
2. Career	GLOBAL BUSINESS ADMINISTRATION						
3.Code	ECM 116G						
4. Curriculum's location	Semester I, Year I						
5.Credits	8						
6.Type of courses	Mandatory	x	Elective		Optional		
7.Duration	Bimestrial		Semesterly	x	Annual		Other
8.Weekly Modules	Theoretic classes	2	Practical Classes		Assistantship		
9.Academic Hours	Sessions	68	Assistantship		Other hours per complete period		
Prerequisite	None						

B. Contribution to Graduate Profile

The subject aims to familiarize students with its object of study, which is the company, and to understand that it is a complex organization that interacts with the socio-political, cultural, and economic environment of a country. It should be well managed to contribute to its development. This course belongs to the "Bachelor's Degree" cycle and the disciplinary area of Administration. The course is directly related to the professional specialization in Administration by providing a solid foundation in the essential elements to complete the training of future Business Engineers.

Additionally, it is a theoretical-practical course in which graduates can differentiate themselves from other professionals in the field by formulating critical judgments about the reality of Business Administration.

The contribution to the graduate profile translates into this subject initiating the development of the following Competencies: Ethics, Global Thinking, Application and Integration of Knowledge, and Leadership and Teamwork.

C. Competencies and General Learning Outcomes developed in the subject

Generic Competencies	General Learning Outcomes
Ethics	Understand and apply basic concepts associated with organizations and business strategy, such as the social role of companies, functional areas, types of structure, positioning, competitive strategy, and their relationship with the environment, seeking to stimulate the capacity for observation and analysis to propose basic solutions to business problems.
Specific Competencies	
Global Thinking	
Application and Integration of Knowledge	
Leadership and Teamwork	

D. Content Units and Learning Outcomes

Content Units	Competence	Learning Outcomes (by units and specific/generic competencies)
Unit I: The company and management -Origins of organizations -Role and social function of the company -Classical management theories -Neoclassical and modern management theories	Global Thinking Ethics	Reflect on the existence and role of companies.
Unit II: Business Strategy -Industry analysis model and identification of competitive advantages: SWOT analysis, Porter's Five Forces model, Bowman's Clock model, and RBV model.	Global Thinking Application and Integration of Knowledge	Analyze the elements that generate competitive advantage for a company, considering key actors and proposals for strategic positioning in a specific scenario.
Unit III: The organization -Four frames model (Bolman and Deal) Organizational ambidexterity	Organizational ambidexterity	Application and Integration of Knowledge

<p>Governance, organizational design, and functional areas: Marketing: segmentation and positioning Finance: budget, leverage, and sources of financing People Area: theories and models Management Leadership theories and models Teamwork dynamics</p>		<p>-Analyze the coherence between a company's strategy and organizational design. -Analyze the coherence between context and leadership style within the organization.</p>
<p>Unit IV: The company and its environment -Stakeholder Theory -Models of corporate sustainability -Ethical decision-making model</p>	<p>Global Thinking Leadership and Teamwork Ethics</p>	<p>-Analyze how sustainability challenges affect business strategy. -Identify ethical dilemmas and apply the relevant decision.</p>

E. Teaching Strategies

The teaching methodology will include the development of participatory classes, which students should reinforce with readings indicated in the course bibliography and articles recommended by the professor, along with the completion of practical assignments and case studies. Students will analyze real-life issues in companies, where they can apply the conceptual knowledge they have acquired.

The course is structured based on various methodologies, including:

- 1.Participatory classes.
- 2.Readings from bibliographic materials and articles recommended by the professor.
- 3.Resolution and discussion of business cases.

F. Evaluation Strategies

The course evaluation consists of:

- 1.Individual certamenes (30%)
- 2.Individual exam (30%)
- 3.Individual and group short assessments (20%)
- 4.Class participation (20%)

Considerations:

To pass the course, students must meet the minimum attendance requirement, achieve a final course grade of 4.0 or higher, and obtain a grade of 3.0 or higher on the final exam. Students who have met the minimum attendance requirement and have a presentation grade of 6.0 or higher may be exempted from the exam. Active participation in classes is expected.

Attendance requirement: This course requires students to have a 75% attendance rate for the theoretical classes.

G. Learning Resources

Bibliography

A framework for ethical decision making, Markkula Center for Applied Ethics, Santa Clara University

Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of management*, 27(6), 643-650.

Bolman, L. G., & Deal, T. E. (2017). *Reframing organizations: Artistry, choice, and leadership*. John Wiley & Sons.

Building a "backdoor" to the Iphone: An ethical dilemma. W16245. (2017)

Coase, R. H. (1937). The nature of the firm. *economica*, 4(16), 386-405.

Christensen, C. M. (2001) The past and future of competitive advantage. *MIT Sloan Management Review*; Winter 2001; 42, 2, pg 105.

Dyllick, T., & Muff, K. (2015). Clarifying the Meaning of Sustainable Business: Introducing a Typology From Business-as-Usual to True Business Sustainability. *Organization and Environment*, 29(2), 156–174.

Dweck, C. S. (2006). *Mindset: The new psychology of success*. Random House.

Hoyt CL, Burnette JL, Innella AN. I Can Do That: The Impact of Implicit Theories on Leadership Role Model Effectiveness. *Personality and Social Psychology Bulletin*. 2012;38(2):257-268.

Fama, E. F., & Jensen, M. C. (1983). Agency problems and residual claims. *The journal of law and Economics*, 26(2), 327-349.

Faulkner, D., & Bowman, C. (1996). *Competitive and Corporate Strategy* (CH.6). Irwin: The Strategy Clock: Competitive Strategy Options.

Ferrel O.C., Hirt Geoffrey, Ramos Garza, Leticia, Adriaensens Rodríguez, Marianela, y Flores Cardenas, Miguel Ángel. "Introducción a los negocios en un mundo cambiante", Mc Graw Hill, 7^o edición, 2010.

Freeman, R. E., & McVea, J. (2005). A stakeholder approach to strategic management. *The Blackwell handbook of strategic management*, 183-201.

Friedman, M. (2007). The social responsibility of business is to increase its profits.

Ghemawat & Rivkin (2009): "Creating Competitive Advantage" (in *strategy and the Business Landscape*, pp. 49-60)

Goleman, D. (2017). *What Makes a Leader?*(Harvard Business Review Classics). Harvard Business Press.

Kiechel, W. (2012). The management century. *Harvard business review*, 90(11), 62-75.

Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of management Journal*, 55(1), 151-171.

O'Reilly III, C. A., & Tushman, M. L. (2013). Organizational ambidexterity: Past, present, and future. *Academy of management Perspectives*, 27(4), 324-338.

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Porter, M. E., & Advantage, C. (1985). Creating and sustaining superior performance. *Competitive advantage*, 167, 167-206.

Porter, M. E. (2021). What is Strategy? *Harvard Business Review*

Snyder, N. H., & Wheelen, T. L. (1981, August). Managerial Roles: Mintzberg and the Management Process Theorists. In *Academy of Management Proceedings* (Vol. 1981, No. 1, pp. 249-253). Briarcliff Manor, NY 10510: Academy of Management.

Statement on the Purpose of a Corporation, the Business Roundtable, 2019

Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological bulletin*, 63(6), 384.

Google's Search for the Perfect Team (2016)

Digital Resources:

About companies: <https://www.youtube.com/watch?v=agZVLfpscoco&t=14s>

About transaction costs: <https://youtu.be/UQun0IiXUCs>

Self-interest and benefits: https://www.youtube.com/watch?v=ev_Uph_TLLo&t=325s

Social function of the company: <https://www.youtube.com/watch?v=Z5KZhm19EO0>

Max Weber: <https://youtu.be/jt34EwRdzw8>

Frederick Taylor: <https://www.youtube.com/watch?v=OM-QiglNVFc>

Henry Fayol: <https://www.youtube.com/watch?v=jAb9tABM9VE>

Elton Mayo: <https://www.youtube.com/watch?v=sI5dxHfKGaI>

Abraham Maslow: https://www.youtube.com/watch?v=krRY_JKxDO4

Douglas McGregor: <https://www.youtube.com/watch?v=CxAzZRnJo2o>

What is strategy: <https://youtu.be/0BgMQkKMKaE>

SWOT analysis: <https://www.youtube.com/watch?v=Id8LsulP-FM>

Five Forces: <https://www.youtube.com/watch?v=XCWHSeDU-zk>

Five Forces examples: <https://youtu.be/Q81XpCg8444>

Strategic clock: <https://www.youtube.com/watch?v=hsV1mraa4AI>

Resource-Based View: <https://www.youtube.com/watch?v=3JKCiYZt8Qc>

Four frames: <https://www.youtube.com/watch?v=QyLz7ayl2sI>

Four frames applied to leadership: <https://youtu.be/eebl2ITnd0w>

Organizational ambidexterity: <https://www.youtube.com/watch?v=C4-FVJ0nYJK>

What is corporate governance: <https://youtu.be/ppz3wY5L3uE>

About agency theory: <https://www.youtube.com/watch?v=UmXjfiKOEjQ>

What is marketing: <https://youtu.be/TCpNzWdoO3Y?t=28>

Marketing strategies: <https://youtu.be/bilOOPuAvTY>

What is positioning: <https://youtu.be/X-KIXFuF1H8>

What is segmentation: <https://youtu.be/-MI8RMP98kk>

Financial management in the company: https://youtu.be/WNm_ez1h7Tc

Sources of financing: <https://youtu.be/bQafwq48ojE>

What is leverage: https://youtu.be/Hye-V_oIat8

Financing in entrepreneurship: <https://youtu.be/677ZtSMr4-4>

Z Theory: <https://youtu.be/8pORryzjRJw>

Equity Theory: <https://youtu.be/ksnCw96vg7M>

Expectation Theory: <https://youtu.be/WDgF7Avijlc>

Managing the people area: https://youtu.be/aPEUKLxxh_k

Strategy and profitability: <https://www.youtube.com/watch?v=Wi78IXfurgA>

Mintzberg's managerial roles: <https://youtu.be/bJe4YWdGzzM>

What makes a great leader: https://youtu.be/_QpUH7i7EhM?t=13

The psychology of success: https://youtu.be/QGvR_0mNpWM