

## [GOH303] MANAGEMENT MODELS

### GENERAL INFORMATION

<b>Studies</b>	DEGREE IN INDUSTRIAL ORGANIZATION ENGINEERING		<b>Subject</b>	?
<b>Semester</b>	2	<b>Course</b>	3	<b>Mention / Field of specialisation</b>
<b>Character</b>	COMPULSORY		<b>Language</b>	EUSKARA/CASTELLANO
<b>Plan</b>	2022	<b>Modality</b>	Face-to-face	<b>Total hours</b> 54.5 class hours + 58 non-class hours = <b>112.5 total hours</b>
<b>Credits</b>	4,5	<b>Hours/week</b>	3.03	

### 2030 AGENDA GOALS



### PROFESSORS

IGARTUA LOPEZ, JUAN IGNACIO

### REQUIRED PREVIOUS KNOWLEDGE

Subjects	Knowledge
(No specific previous subjects required)	(No previous knowledge required)

### LEARNING RESULTS

LEARNING RESULTS	KC	SK	AB	ECTS
<b>GOR308</b> - To propose the most appropriate techniques and methods to advance excellence in the management of an organization taking into account the sustainable development objectives		x		3,78
<b>G-RTR1</b> - To develop interdisciplinary projects specific to their specialty and of gradual complexity, - becoming aware of respect for human rights and fundamental rights, and analyzing and assessing the impact of the proposed solutions on the SDGs - to acquire and/or apply basic, advanced and/or avant-garde, demonstrating the ability to work in multidisciplinary teams and/or undertake further studies with a high degree of autonomy		x		0,4
<b>G-RTR2</b> - To express information, ideas and the arguments that support them in an orderly, clear and coherent manner, orally and in writing, based on quality information, self-made or obtained from different sources, using inclusive and non-discriminatory language		x		0,32
<b>Total:</b>				<b>4,5</b>

KC: Knowledge or Content / SK: Skills / AB: Abilities

### ENAE LEARNING RESULTS

ENAE LEARNING RESULTS	ECTS
<b>ENAE04</b> - Knowledge and understanding: To be aware of the multidisciplinary context of engineering.	1,17
<b>ENAE06</b> - Analysis in engineering: Ability to apply their knowledge and understanding in analysing product, process and method engineering.	0,92
<b>ENAE08</b> - Engineering projects: Ability to apply their knowledge in the development and completion of projects which meet specific requirements.	0,29
<b>ENAE09</b> - Engineering projects: Understanding of the different methods and ability to use them.	0,29
<b>ENAE10</b> - Research & innovation: Ability to perform bibliographic searches, to use databases and other sources of information.	0,76
<b>ENAE14</b> - Practical application of engineering: Ability to combine theory and practice in order to solve engineering problems.	0,1
<b>ENAE15</b> - Practical application of engineering: Understanding of applicable methods and techniques and their limitations.	0,1
<b>ENAE17</b> - Transversal competences: To work effectively, both individually and in a team.	0,29
<b>ENAE18</b> - Transversal competences: To use different methods to communicate effectively with the engineering community and society in general.	0,29
<b>ENAE19</b> - Transversal competences: Demonstrate that they are aware of the responsibility implied in the practical application of engineering, the social and environmental impact, and show commitment with professional ethics, responsibility and regulations of the practical application of engineering.	0,28
<b>Total:</b>	<b>4,5</b>

### SECONDARY LEARNING RESULTS

**RG0323** [!] *PROPONE un cuadro de mando definiendo los objetivos estratégicos de la empresa y su despliegue hasta los indicadores operativos*

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	4 h.	4 h.	8 h.

Carrying out/resolving projects/challenges/cases, etc. to provide solutions to problems in interdisciplinary contexts, real and/or simulated, individually and/or in teams	4 h.	4 h.	8 h.
Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	8 h.	3,5 h.	11,5 h.

#### EVALUATION SYSTEM

**W**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

Individual written and/or oral tests or individual coding/programming tests

30%

40%

30%

#### MAKE-UP MECHANISMS

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

Individual written and/or oral tests or individual coding/programming tests

**CH - Class hours:** 16 h.

**NCH - Non-class hours:** 11,5 h.

**TH - Total hours:** 27,5 h.

### 2RGO391 (2 sem)

#### LEARNING ACTIVITIES

**CH**

**NCH**

**TH**

Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams

3 h.

3 h.

#### EVALUATION SYSTEM

**W**

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

100%

#### MAKE-UP MECHANISMS

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

**CH - Class hours:** 0 h.

**NCH - Non-class hours:** 3 h.

**TH - Total hours:** 3 h.

### **RG0321** [!] *APLICA principios del modelo de excelencia para el desarrollo de los intereses individuales (satisfacción y compromiso) y colectivos (Objetivos de desarrollo sostenible).*

#### LEARNING ACTIVITIES

**CH**

**NCH**

**TH**

Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams

6 h.

6 h.

Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects

10 h.

4,5 h.

14,5 h.

Carrying out exercises and solving problems individually and/or in teams

8,5 h.

3 h.

11,5 h.

#### EVALUATION SYSTEM

**W**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

Individual written and/or oral tests or individual coding/programming tests

30%

40%

30%

#### MAKE-UP MECHANISMS

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

Individual written and/or oral tests or individual coding/programming tests

**CH - Class hours:** 18,5 h.  
**NCH - Non-class hours:** 13,5 h.  
**TH - Total hours:** 32 h.

**RG0322** [!] *PROPONE la estrategia de negocio más adecuada y acorde a las necesidades del contexto*

**LEARNING ACTIVITIES**

	<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	5 h.	5 h.	10 h.
Carrying out/resolving projects/challenges/cases, etc. to provide solutions to problems in interdisciplinary contexts, real and/or simulated, individually and/or in teams	5 h.	5 h.	10 h.
Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	10 h.	5 h.	15 h.

**EVALUATION SYSTEM**

*W*

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	30%
Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems	40%
Individual written and/or oral tests or individual coding/programming tests	30%

**MAKE-UP MECHANISMS**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems  
Individual written and/or oral tests or individual coding/programming tests

**CH - Class hours:** 20 h.  
**NCH - Non-class hours:** 15 h.  
**TH - Total hours:** 35 h.

**2RGO392** (2 sem)

**LEARNING ACTIVITIES**

	<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams		3 h.	3 h.

**EVALUATION SYSTEM**

*W*

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	100%
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**MAKE-UP MECHANISMS**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

**CH - Class hours:** 0 h.  
**NCH - Non-class hours:** 3 h.  
**TH - Total hours:** 3 h.

**2RGO393** (2 sem)

**LEARNING ACTIVITIES**

	<i>CH</i>	<i>NCH</i>	<i>TH</i>
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams		4 h.	4 h.

**EVALUATION SYSTEM**

*W*

Presentation and defence of exercises, case studies, computer practical work, simulation practical work,	100%
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**MAKE-UP MECHANISMS**

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term

laboratory practical work, term projects, end of degree  
project, master's thesis, challenges and problems

projects, challenges and problems

**CH - Class hours:** 0 h.

**NCH - Non-class hours:** 4 h.

**TH - Total hours:** 4 h.

### **2RGO390 (2 sem)**

#### **LEARNING ACTIVITIES**

**CH**

**NCH**

**TH**

Development and writing of records, reports, presentations, audiovisual material, etc. on  
projects/work experience/challenges/case studies/experimental investigations carried out  
individually and/or in teams

4 h.

4 h.

#### **EVALUATION SYSTEM**

**W**

Presentation and defence of exercises, case studies,  
computer practical work, simulation practical work,  
laboratory practical work, term projects, end of degree  
project, master's thesis, challenges and problems

100%

#### **MAKE-UP MECHANISMS**

Presentation and defence of exercises, case studies, computer  
practical work, simulation practical work, laboratory practical work,  
term projects, end of degree project, master's thesis, challenges  
and problems

**CH - Class hours:** 0 h.

**NCH - Non-class hours:** 4 h.

**TH - Total hours:** 4 h.

### **2RGO394 (2 sem)**

#### **LEARNING ACTIVITIES**

**CH**

**NCH**

**TH**

Development and writing of records, reports, presentations, audiovisual material, etc. on  
projects/work experience/challenges/case studies/experimental investigations carried out  
individually and/or in teams

4 h.

4 h.

#### **EVALUATION SYSTEM**

**W**

Presentation and defence of exercises, case studies,  
computer practical work, simulation practical work,  
laboratory practical work, term projects, end of degree  
project, master's thesis, challenges and problems

100%

#### **MAKE-UP MECHANISMS**

Presentation and defence of exercises, case studies, computer  
practical work, simulation practical work, laboratory practical work,  
term projects, end of degree project, master's thesis, challenges  
and problems

**CH - Class hours:** 0 h.

**NCH - Non-class hours:** 4 h.

**TH - Total hours:** 4 h.

## **CONTENTS**

1. Typology of companies and organisations
2. The enterprise as a system
3. The principles of business management
4. The organisation in enterprises
5. Theoretical representations of management
6. Historical evolution of industrial management
7. Types of enterprises, strategic keys and management keys
8. Models and frameworks for management
9. Frameworks for excellent management: EFQM and Advanced Management Model
10. Evaluation of Management Models

## **LEARNING RESOURCES AND BIBLIOGRAPHY**

**Learning resources**

- [!] *Apuntes de la asignatura*
- [!] *Charlas de ponentes externos*
- [!] *Laboratorios*
- [!] *Consultas en páginas web relacionadas con el tema*
- [!] *Plataforma Moodle*
- [!] *Artículos de carácter técnico*
- [!] *Proyección de videos*

**Bibliography**

- Martinez Alonso (2014). El manual del estratega. Los cinco estilos de hacer estrategia
- Laloux (2016). Reinventar las organizaciones
- HBR Emotional intelligence Series (2018). Purpose, Meaning and Passion
- Lawler, E (1992). Creating the High-Involvement Organization
- Mintzberg (1979). The structuring of organizations
- Ind, N & Iglesias, O (2023) Empresas con Conciencia