

[GOH303] MANAGEMENT MODELS

GENERAL INFORMATION

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

PROFESSORS

	ZAITEGI GAMIZ, MAITE
	ARREGI LOPEZ, ANE

REQUIRED PREVIOUS KNOWLEDGE

Subjects	Knowledge
<i>(No specific previous subjects required)</i>	<i>(No previous knowledge required)</i>

LEARNING RESULTS

LEARNING RESULTS	KC	SK	AB	ECTS
GOR308 - 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
G-RTR1 - 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
G-RTR2 - 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
Total:				4,5

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

ENAE LEARNING RESULTS

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

SECONDARY LEARNING RESULTS

RG0390 [!] *Definir y gestionar los objetivos y la planificación de un proyecto que le permita adquirir y/o reforzar los conocimientos de tecnologías específicas de su especialidad,- que en ocasiones llegan a la vanguardia del conocimiento- y definir una estrate*

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

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

100%

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.

RG0391 [!] *Coordinar el equipo de trabajo, estimulando la cohesión y buen clima para lograr la integración de todas las personas y su contribución para alcanzar un rendimiento apropiado, tanto a nivel individual como grupal, para el desarrollo del proyecto en*

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

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

100%

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.

RG0392 [!] *Identificar y argumentar de forma precisa los ODS en los que incide el proyecto realizado, aportando posibles acciones para la mejora.*

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

MAKE-UP MECHANISMS

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

100%

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.

RG0393 [!] *Elabora la memoria del proyecto, aportando argumentos elaborados y haciendo un uso correcto, inclusivo y no discriminatorio del lenguaje.*

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

MAKE-UP MECHANISMS

Presentation and defence of exercises, case studies,

100%

Reports on the completion of exercises, case studies, computer

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

exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

CH - Class hours: 0 h.
NCH - Non-class hours: 4 h.
TH - Total hours: 4 h.

RG0394 [!] *Realiza una presentación oral del proyecto, justificando las soluciones propuestas con argumentos elaborados y precisos, y haciendo un uso correcto, inclusivo y no discriminatorio del lenguaje.*

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

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 100%
 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.

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

MAKE-UP MECHANISMS

Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems 30%
 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 40%
 Individual written and/or oral tests or individual coding/programming tests 30%
 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

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	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	MAKE-UP MECHANISMS	
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	30%	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	40%	Individual written and/or oral tests or individual coding/programming tests	
Individual written and/or oral tests or individual coding/programming tests	30%		
CH - Class hours: 20 h.			
NCH - Non-class hours: 15 h.			
TH - Total hours: 35 h.			

RG0323 [!] <i>PROPONE un cuadro de mando definiendo los objetivos estratégicos de la empresa y su despliegue hasta los indicadores operativos</i>			
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	MAKE-UP MECHANISMS	
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	30%	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	40%	Individual written and/or oral tests or individual coding/programming tests	
Individual written and/or oral tests or individual coding/programming tests	30%		
CH - Class hours: 16 h.			
NCH - Non-class hours: 11,5 h.			
TH - Total hours: 27,5 h.			

CONTENTS

1) INTRODUCTION- Social and Environmental Context 2) PURPOSE AND STRATEGY- Corporate purpose, vision and values- Types and levels of Enterprise Strategy- Strategic Plan and BSC3) MANAGEMENT MODELS

- Management models and organizational culture

- Organizational Structure

- Teal organizations

LEARNING RESOURCES AND BIBLIOGRAPHY

Learning resources

Subject notes
Presentations by external Lecturers
Labs
Topic related web quires
Moodle Platform
Technical articles
Video projections

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