



Escuela Técnica Superior de Ingeniería

GENERAL SPECIFICATIONS

2025-26

MASTER UNIVERSITARIO EN INGENIERÍA INDUSTRIAL

Subject Data

Name:

Administración y Gestión de Empresas

English name:

Business administration and management

Code:

1140301

Type:

Compulsory

Hours:

	Total	In class	Out class
Time distribution	125	50	75

ECTS:

Standard group	Small groups			
	Classroom	Lab	Practices	Computer classroom
4	1	0	0	0

Departments:

Business Management and Marketing

Knowledge areas:

Business organization

Year:

1º

Semester

1º

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TEACHING STAFF

Name:	E-mail:	Telephone
Nuria Toledano	toledano@dem.uhu.es	959 217539
Others Data (Tutoring, schedule...)		
Tutoring: Tuesday and Wednesday: 15:30h-17:30h; Thursday: 9:30h-11:30h		

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SPECIFIC INFORMATION OF THE COURSE

I. Contents description:

I.1 In English:

Business philosophy. Business context: globalisation and the current economic, social and environmental situation. Business ethics and business culture. Innovation in business and new business models (circular economy, economy of the common good, sustainable economy, blue ocean strategies, etc.). Business leadership. Costs.

I.2 In Spanish:

Filosofía de la empresa. Contexto empresarial: globalización y situación económica, social y medioambiental actual. Ética empresarial y cultura empresarial. Innovación en la empresa y nuevos modelos de negocio (economía circular, economía del bien común, economía sostenible, estrategias de océano azul, etc.). Liderazgo empresarial. Costes.

2. Background:

2.1 Situation within the Degree:

This subject is aimed at acquiring a global vision of the business and its environment in the current context; its opportunities and key aspects for its development in a global.

2.2 Recommendations

Some previous knowledge in the functional areas of the business.

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3. Objectives (as result of teaching):

H-D13. At the end of the course, students are expected to have developed general analytical skills that enable them to think critically about the problems businesses are currently facing. Moreover, they will have acquired a broad perspective of the economic and social environment in which business activity takes place today, which will help them to appreciate more fully the advantages and disadvantages of different business models. Students are also expected to have developed leadership, communication, argumentation and decision-making skills.

C-13. Students are expected to have knowledge related to business philosophy; business context; globalisation and the current economic, social and environmental situation; business ethics and business culture; business innovation and new business models (circular economy, economy of the common good, sustainable economy, blue ocean strategies, etc.), entrepreneurial leadership; costs and costs of doing business; and the role of business in the economy.

4. Skills to be acquired

4.1 Specific Skills:

COM02: Students should be able to apply the knowledge acquired and their problem-solving skills in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study.

COM03: Students should be capable of integrating knowledge and facing the complexity of formulating judgments based on incomplete or limited information, including reflection on the social and ethical responsibilities linked to the application of their knowledge and decisions.

COM08: Ability to lead, plan, and supervise multidisciplinary teams.

COM10: Ability to carry out strategic planning and apply it to construction systems, production processes, quality management, and environmental management systems.

COM11: Ability to manage projects, facilities, plants, companies, and technology centers both technically and economically.

COM12: Ability to perform general management, technical management, and R&D&I project management in plants, companies, and technology centers.

COM15: Ability to manage acquired information properly, expressing advanced knowledge and demonstrating, within a context of scientific and technological research or in highly specialized settings, a detailed and well-founded understanding of theoretical and practical aspects, as well as the working methodology in their field of study.

COM16: Ability to develop and manage one's academic and professional project, having acquired sufficient autonomy to participate in research projects and scientific or technological collaborations within their thematic field, in interdisciplinary contexts and, where appropriate, with a strong component of knowledge transfer.

COM17: Development of a permanent attitude and aptitude for excellence in academic work and future professional practice.

COM34: Knowledge and skills to organize and manage companies.

COM35: Knowledge and skills in strategy and planning applied to different organizational structures.

COM37: Knowledge of financial accounting and cost accounting.

4.2 General, Basic or Transversal Skills:

HD13: Develops general analytical skills that enable critical thinking about the challenges currently faced by businesses. Gains a broad perspective on the economic and social environment in which business activity takes place today, allowing for a more comprehensive assessment of the advantages and disadvantages of different business models. Also develops leadership, communication, argumentation, and decision-making skills.

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5. Training Activities and Teaching Methods

5.1 Training Activities:

- Theory sessions on the content of the program.
- Problem Solving Sessions.
- Activities Academically guided by the Faculty: seminars, conferences, development of works, debates, collective tutorials, evaluation activities and self-evaluation.
- Assessment and Self-Assessment Activities
- Individual/Autonomous Student Work

5.2 Teaching Methods:

- MD1 Participative Master Class
- MD4 Problem solving and practical exercises.
- MD5 Individual or group tutorials. Direct teacher-student interaction
- MD6 Proposal, Realization, Tutoring and Presentation of Works
- MD7 Lectures and Seminars
- MD8 Assessments and Exams

5.3 Development and Justification:

Throughout the course, academic theory sessions will be developed with an exposition of the basic concepts and issues of the subject. and basic issues of the subject. Reading, debate and presentations by students on current issues will be encouraged. students on current issues; work in small groups will be promoted on specific cases of companies that may provide lessons specific cases of companies that can provide lessons related to the topics covered in the academic sessions. academic sessions.

The competences that will be worked on with each specific methodology are: Master class (COM02,COM03); Problem solving and practical exercises (COM12,COM15, HD13); Individual or group tutorials (COM17); Direct teacher-student interaction (COM16,COM17); Planning, carrying out, tutoring and presentation of work (COM08, COM10, COM11); Assessments and exams (COM34, COM35,COM37).

6. Detailed Contents

1. Introduction approaches to economics and business
 - Economy and economic models
 - Business philosophy
 - Organisational purposes
2. The business context: the firm in a global economy
 - On globalisation: current and historical overview
 - On the current economic, social and environmental situation
3. Business ethics / business culture
 - Business ethics: concept and importance
 - Entrepreneurial, social and ethical culture
 - Morals, ethics and practical wisdom as basic principles for entrepreneurial culture
4. Innovation in business and new business models
 - Innovation in business: types
 - Innovation in business models: circular economy, economy of the common good, sustainable economy and others.
5. Entrepreneurial leadership
 - Leadership principles in the current context.
 - Leadership styles and leadership perspective: business decision making and corporate governance.
6. Costs
 - Business as an instrument to reducing costs
 - Typology of costs: opportunity costs, government costs, transaction costs, ecological and environmental costs.

7. Bibliography

7.1 Basic Bibliography:

- Melé, D. (2024). The humanistic person-centered company. Conceptual foundations. Springer.
- Thaler, R. H. (2016). Todo lo que he aprendido con la psicología económica. Deusto.
- Urbano, D., Toledano, N., & Soriano, D. R. (2011). Prácticas de gestión de recursos humanos y desarrollo de nuevos proyectos innovadores: Un estudio de casos en las PYMEs. UCJC Business and Society Review (formerly Known As Universia Business Review), (29).
- Toledano, N. y Díaz Blanco, M.J. (2024). Valorización sostenible de subproductos orgánicos en la bioeconomía circular: Análisis exploratorio basado en el modelo Lean Canvas. C3-BIOECONOMY: Circular and Sustainable Bioeconomy, 5, pp. 11-32 (<https://journals.uco.es/bioeconomy/article/view/17242>).

7.2 Additional Bibliography:

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- Bash, M.D. (2002). Customer culture: How Fedex and other great companies put the customer first every day.
- Gupta, A., George, G., & Fewer, T. (2024). Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society. In *Venture Meets Mission*. Stanford University Press.
- Henzen, R., & Weenk, E. (2022). *Economía circular: Un enfoque práctico para transformar los modelos empresariales*. Marge Books.
- Kay, J. (2025). *The Corporation in the Twenty-First Century: Why (Almost) Everything We Are Told About Business Is Wrong*. Yale University Press.
- Kahneman, D. (2011). Thinking, fast and slow. Penguin Books. Londond, England
- Mazzucato, M. (2021). *Mission economy: A moonshot guide to changing capitalism*. Penguin UK.
- Melé, D. (2000). Raíces éticas del liderazgo. Eunsa.
- Melé, D. (2019). Business ethics in action: Managing Human Excellence in Organizations. Bloomsbury Academic.
- Mele, D. y González Cantón, C. (2015). Fundamentos antropológicos de la dirección de empresas. Astrolabio Economía.
- Huete, L. y García, J. (2015). Liderar para el bien común. Ediciones Lid.
- Ostrom, E. (2000). El gobierno de los bienes comunes. Editorial Cfe.
- Poon Tip, B. (2013). Looptail: How one company changed the world by reinventing business. Hachette Book Group.
- Sen, A. (1987). On Ethics and Economics. Oxford: Blackwell.
- Sustain, C. y Thaler, R. (2014). El pequeño empujón. Taurus.
- Thaler, R. (2014). Portarse mal: El comportamiento irracional en la vida económica. Ediciones Paidós.
- Diversas referencias adicionales que se publicarán en Moodle.

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8. Systems and Assessment Criteria

8.1 System for Assessment:

- Exam theory/cases/problems
- Presentations of assignments (personal and/or group work).
- Individual student's follow-up

8.2 Assessment Criteria and Marks:

8.2.1 Examinations Convocatory I

Continued evaluation:

- Exam theory/cases/problems. 25% (COM02, COM03, COM15, COM37)
- Presentations of assignments (personal and/or group work): 50% (COM08, COM10, COM11, COM12, COM34, COM35, HD13)
- Individual student's follow-up: 25% (COM16, COM17, HD13)

8.2.2 Examinations Convocatory II

- Exam theory/cases/problems. 50% (COM02, COM03, COM15, COM37)
- Presentations of assignments (personal and/or group work): 50% (COM08, COM10, COM11, COM12, COM34, COM35, COM16, COM17, HD13)

8.2.3 Examinations Convocatory III

- Exam theory/cases/problems. 50% (COM02, COM03, COM15, COM37)
- Presentations of assignments (personal and/or group work): 50% (COM08, COM10, COM11, COM12, COM34, COM35, COM16, COM17, HD13)

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8.2.4 Extraordinary Convocatory

- Exam theory/cases/problems. 50% (COM02, COM03, COM15, COM37)
- Presentations of assignments (personal and/or group work): 50% (COM08, COM10, COM11, COM12, COM34, COM35, COM16, COM17, HD13)

8.3 Single Final Evaluation:

- Final exam 100% (COM02, COM03, COM15, COM37, COM08, COM10, COM11, COM12, COM34, COM35, COM16, COM17, HD13)