Universidad de Navarra

Gestión empresarial 1-Grupo A

Teaching guide 2026-27

PRESENTATION

Description: in this subject the student will make a first approach to the business world and in it she/he will study the structure and operation of the company at all levels, he/she will learn to identify and analyze processes and she/he will have a first experience in project management.

Degree: *Grado en Gestión Aplicada* - Bachelor in Applied Management

Faculty: School of Applied Management / Escuela de Gestión Aplicada

Course: 1º

Semester: 1º

ECTS: 12

Requirements: none

Lecturers: Juan F. Carías Álvarez, Francesco Giarmoleo, Pau Cassany Figa, Itziar de León & Beatriz Abad

Type of subject: *Básica*

Module: *Empresa*

Matter: *Empresa y Entorno*

Language: English

Class schedule

LEARNING OUTCOMES (Competences)

BASIC COMPETENCES

RA1 Students must have demonstrated that they possess and understand knowledge in an area of study that builds on the foundation of general secondary education and whose content often comes from advanced textbooks, but also includes cutting-edge knowledge in this field of study.

RA18 Students must know how to apply their knowledge to their work or vocation in a professional manner and must possess the competences that are usually demonstrated by means of preparing and defending arguments and solving problems within their area of study.

RA6 Students must have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include a reflection on relevant social, scientific and ethical issues.

GENERAL COMPETENCES

RA7 Students must have a reflective, critical attitude that makes it possible for them to identify assumptions and assess situations based on evidence, with a creative and constructive point of view toward problem solving in business administration and management.

RA21 Students must achieve an advanced user level of the ICTs required for management.

RA22 Students must organize and plan their work; they must have the time management and organizational skills required in business administration and management.

RA23 Students must look for, analyze and summarize information from different sources within the field of business administration and management.

SPECIFIC COMPETENCES

RA2 Students must understand the structure and functioning of the company at the strategic, tactical and operational levels, the mechanisms of inter-functional cooperation and the company's interactions with the environment in a global context.

RA14 Students must identify the basic features of an organizational culture and reflect them in their daily work.

RA27 Students must effectively manage the documents associated with the organization's management systems and processes in accordance with the principles of total quality.

PROGRAM

1. Lean management
    1. Introduction
    2. Process analysis
    3. Process improvement
2. Data analysis
    1. Data sheets
    2. Descriptive statistic
    3. Data presentation
3. Project management
    1. Tasks identification
    2. Assignment of responsibilities
    3. Follow-up assignments

EDUCATIONAL ACTIVITIES

	HOURS	ATTENDANCE
AF1 lectures and/or seminars	120	100%
AF2 Individual or group assignments and personal work	156	0%
AF3 Tutorials	12	100%
AF4 Oral presentations and defenses	3	100%

AF5 Activities in companies and organizations	12	100%

ASSESSMENT

ORDINARY CALL

Assessment of the subject consists of two parts (continuous assessment and SE3). **In order to pass the subject, students must pass both parts.** Students who fail a part receive a grade of 4.0. The following table shows the weight of each of part.

	WEIGHT
Continuous assessment	70%
SE3 Partial and final assessment	30%

The breakdown of continuous assessment is as follows:*

	TOTAL
SE2 Problem solving and/or case studies	10%
SE4 Self-assessment and peer assessment	5%
SE5 Assessment of individual and/or team assignments and projects*	55%

* The assessment of assignments and projects corresponds to those turned in during the semester according to the project calendar.

EXTRAORDINARY CALL

Certain situations may arise, like the ones described below. However, **in order to pass the subject, it is necessary to pass both parts (continuous assessment and SE3)**. Students who fail either part will receive a final grade of 4.0.

1. Students fail the subject when they receive a grade of less than 5.0 in the partial and final assessment, but pass the continuous assessment.

In this case, the grade in the continuous assessment remains valid and the student must take an exam on the entire subject. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

2. Students fail the continuous assessment.

In this case, the grade of the partial and final assessment remains valid and, on the day of the exam of the extraordinary session, students must submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

3. Students fail both parts of the subject.

In this case, on the day of this session, students must take the exam and submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

4. Students request to attend the extraordinary session who received a grade of 5.0 or higher on the exam in the ordinary session. In this case, the final grade of the subject is the one from this session, which may be higher or lower than or the same as (including a failing grade) the grade on the exam in the ordinary session. In addition, students who request to attend an exam, but fail to show up will be recorded as a “No Show” and will have to take the subject again.

In this assessment, on the day of this session, students must take the exam for the partial and final assessment and submit the assignment specified by the professors. The weight of the continuous assessment and the partial and final assessment remains valid as in the ordinary session.

PLAGIARISM AND COPYING

In the event of plagiarism in the submission of assignments and other irregularities such as cheating during exams, it will be penalized in accordance with the regulations.

Plagiarism is “presenting another person’s work or ideas as your own, with or without their consent, by including them in your work without full acknowledgement. This applies to any material—printed, digital, unpublished, or generated by AI” (University of Oxford, n.d.).

For further details on specific forms of plagiarism, such as verbatim copying, paraphrasing without citation, collusion, inaccurate referencing, and self-plagiarism, see the University of Oxford Academic Skills guidance: https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism.

Please note that AI#generated content must not be cited as an author. In these cases, please cite the original sources the content is based on and not the AI tool. Otherwise, using AI texts without acknowledgement also counts as plagiarism.

Reference

University of Oxford. (n.d.). “Plagiarism.” In *Academic Skills*. Retrieved June 10, 2025, from https://www.ox.ac.uk/students/academic/guidance/skills/plagiarism

OFFICE HOURS

Previous appointment with the lecturer:

Juan Francisco Carías: jfcarias@unav.es (Appointments by Calendar)

Francesco Giarmoleo: fgiarmoleo@unav.es

Itziar de León: ideleonpule@unav.es - (Appointments by Calendar)

Beatriz Abad: babadinigo@unav.es - (Appointments by Calendar)

BIBLIOGRAPHY AND RESOURCES

The Toyota Way to Service Excellence: Lean Transformation in Service Organizations. Jeffrey Liker, Karyn Ross. McGrawHill 2016. Localízalo en la biblioteca.

Machine That Changed the Word: The Story of Lean production - Toyota's Secret Weapon in the Global Car Wars That is Now Revolutionizing World Industry. James P. Womack, Daniel T. Jones, Daniel Ross. Free Press 2007. Localízalo en la Biblioteca

Lean Thinking: Banish Waste and Create Wealth in Your Corporation. James P. Womack, Daniel T. Jones. Free Press 2003. Localízalo en la Biblioteca

The Toyota Way: 14 Management Principles from the World's Greatest. Jeffrey Liker. McGrawHill 2004. Localízalo en la Biblioteca

Toyota Production System: Beyond Large-Scale Production. Taichi Ono. CRC Press 1988. Localízalo en la Biblioteca (2019)

Toyota Kata. Managing people for Continuous Improvement and Superior Results. Mike Rother. McGrawHill 2009. Find it in the library.