Universidad de Navarra

Gestión empresarial 2-Grupo A

Teaching guide 2026-27

PRESENTATION

Subject description: In this subject the student will be familiarized with the products and services offered by a company and its relation with the market. In addition, students will make use of ICTs to process and analyze data. On the other hand, students will be confronted with situations that will make them become more familiar with the resolution of unexpected issues related to project management.

In this subject there will be a study trip to the United States to develop part of the project for this semester.

Degree: Grado en Gestión Aplicada - Bachelor in Applied Management

Center: School of Applied Management / Escuela de Gestión Aplicada

Course: 1º

Semester: 2º

ECTS: 12

Requirements: none

Lecturers: Mei Hsin Chen Huang, Francesco Giarmoleo, Juan F. Carías, Cristhian Mestre Asensio y Beatriz Abad

Type of subject: *Básica*

Module: *Empresa*

Matter: *Empresa y Entorno*

Language: English

Class schedule

LEARNING OUTCOMES (Competences)

BASIC COMPETENCES

RA19 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.

GENERAL COMPETENCES

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.

SPECIFIC COMPETENCES

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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.

RA15 Students must identify and effectively manage key forums and relationships in order to develop company activity.

PROGRAM

1. Services management
    1. The nature of services and service management.
    2. The principles of service management.
    3. The service concept and its implementation.
    4. Customer journey mapping and service blueprint.
    5. Ethical challenges and sustainable issues in service management.
2. Marketing
    1. Defining Marketing and the Marketing Process
    2. Understanding the Marketplace and Consumers
    3. Designing a Customer-Driven Strategy and Mix
    4. Extending Marketing
3. Python programming
    1. What is programming and why is it important?
    2. Variables and variable types (numerical, Strings, arrays, dictionaries, etc.)
    3. Conditionals and Loops
    4. Functions and libraries
4. Project management
    1. Project planning
    2. Project monitoring

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%

Some learning activities will be taught at Bentley University, those students who for some reason cannot attend must request authorization or communicate it to the Direction of Studies and will be subject to the special regime that will be explained by the professors to these students.

ASSESSMENTS

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%

* During the semester, the evaluation of assignments and projects will be based on those submitted according to the project calendar. Some of them will be completed during the international stay. Those who are unable to attend the international stay due to unforeseen circumstances must complete a substitute assignment assigned and evaluated by the professors in accordance with the objectives and contents of the program.

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 by email with the lecturer:

Mei-Hsin Chen: mchen@unav.es

Francesco Giarmoleo: fgiarmoleo@unav.es

Cristhian Mestre: cmestre@unav.es if you wish to meet with me, simply book an available spot on this link --> https://calendly.com/cmestre/meetingwithcristhian

Juan F. Carías: jfcarias@unav.es - (Appointment's Calendar)

Beatriz Abad: babadinigo@unav.es

BIBLIOGRAPHY AND RESOURCES

Service Management

Textbook:

Chen, Mei-Hsin. (2020). *Handbook of Service Management and Redesign*. Berlin: LAP LAMBERT Academic Publishing. ISBN: 978-620-2-92380-4. Find it in the library

Chen, Mei-Hsin. (2020). *Manual de Gestión y Rediseño de* Servicio. Pamplona: EUNSA. ISBN: 978-84-313-3493-2 Find it in the library

Recommended books:

Bardoloi, Sanjeev, James A. Fitzsimmons, and Mona J. Fitzsimmons. (2019). *Service Management: Operations, Strategy, Information* Technology. 9th Edition. New York: McGraw-Hill Education. Find it in the library

Dutta, Bholanath & Rose Kavitha, B. (2011). *Service Management.* New Delhi: I.K. International Publishing House Pvt. Ltd. Find it in Amazon

Grönroos, Christian (2016). *Service management and marketing: Managing the Service Profit Logic*. Hoboken, N.J.: John Wiley & Sons. Find it in Amazon

Grönroos, Christian. (2001). *Service Management and Marketing: A customer relationship management approach.* 2nd Edition. Chichster/New York/Weinheim/Brisbane/Singapore/Toronto: Wiley. Find it in Amazon

Grönroos, Christian (1990). *Service management and marketing : managing the moment of truth in service competition.* Lexington: Lexington Books. Find it in Amazon

Hoffman, K. Douglas, and John E. G. Bateson (2023). *Services Marketing: Concepts, Strategies, and Cases*. 6th ed. Nashville, TN: South-Western College Publishing, Find it in Amazon

Kalbach, Jim. (2020). *Mapping Experiences: A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams*. O'Reilly Media. Find it in Amazon

Lemon, Katherine N., & Verhoef, Peter C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing, 80*(6), 69-96. https://doi.org/10.1509/jm.15.0420.

Lovelock, Christopher, Javier Reynoso, Guillermo D'Andrea, and Luis Huete. (2004). *Administración de Servicios: Estrategias de marketing, Operaciones y recursos humanos.* México: Pearson Educación. [Localízalo en la Biblioteca Virtual Universidad C.L.E.A.]

Stickdorn, Marc, & Schneider, Jakob. (2012). *This is Service Design Thinking: Basics, Tools, Cases*. Hoboken, N.J.: John Wiley & Sons. Find it in the library

Wilson, Alan, Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler. (2020). *Services Marketing: Integrating Customer Focus Across the Firm*. 4th ed. London: McGraw-Hill Education. Find it in Amazon

Marketing

Textbook:

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Gary Armstrong Philip Kotler, 2016. *Principles of Marketing (14th Edition)*. 14th Edition. Prentice-Hall. Localízalo en la Biblioteca

Recommended books:

Black, G., 2012. *The Engaging Museum*. Hoboken: Routledge.

Maclean, F., 1997. *Marketing the museum*. London: Routledge.

Sandell, R. and Janes, R., 2007. *Museum management and marketing*. London: Routledge.

Internet resources:

European Marketing Association www.emac-online.org

American Marketing Association www.ama.org

Marketing Science Institute www.msi.org

Data Analysis

Recommended books:

Mohit, and Bhaskar N Das. *Learn Python in 7 Days : Get up-and-Running with Python*. 1st edition. Birmingham, England ; Packt, 2017. Print.

Jackson, Cody. *Learn Programming in Python with Cody Jackson : Grasp the Basics of Programming and Python Syntax While Building Real-World Applications*. 1st edition. Birmingham ; Packt, 2018. Print.