



Universidad  
de Navarra

*Gestión empresarial 2-Grupo B (ISSA)*  
*Teaching guide 2024-25*

## 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 TIC 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

**Faculty:** ISSA School of Applied Management

**Course:** 1º

**Semester:** 2º

**Time schedule:** semiannual

**ECTS:** 12

**Requirements:** none

**Professors:** [Mei Hsin Chen Huang](#), [Marian Gimeno Combarro](#), [Tatiana Pereira Villazon](#), [Cristhian Mestre Asensio](#), [Miguel Ángel Iriarte Iribarren](#) y [Xin Xing](#)

**Type of subject:** *Básica*

**Module:** *Empresa*

**Matter:** *Empresa y Entorno*

**Language:** bilingual

[Class schedule](#)

## COMPETENCES

### BASIC COMPETENCES

**CB2** 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



**CG2** Students must achieve an advanced user level of the ICTs required for management.

**CG3** Students must organize and plan their work; they must have the time management and organizational skills required in business administration and management.

### SPECIFIC COMPETENCES

**CE1** 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.

**CE3** Students must identify the basic features of an organizational culture and reflect them in their daily work.

**CE4** 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 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
4. Project management
  1. Project planning
  2. Project monitoring

### EDUCATIONAL ACTIVITIES

	HOURS	ATTENDANCE
<b>AF1</b> lectures and/or seminars	120	100%
<b>AF2</b> Individual or group assignments and personal work	156	0%
<b>AF3</b> 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.

## 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	5%
SE4 Self-assessment and peer assessment	5%



<b>SE5</b> Assessment of individual and/or team assignments and projects*	55%
<b>SE6</b> Oral presentation and oral defense**	5%

\* 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.

\*\* The grade of the oral presentation and defense corresponds to the presentation format defined in the project.

### 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.



Universidad  
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## 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, and such infringement will be recorded in the academic record.

## OFFICE HOURS

Previous appointment by email with the professor:

Mei-Hsin Chen: [mchen@unav.es](mailto:mchen@unav.es)

Marian Gimeno: [mgimenoc@unav.es](mailto:mgimenoc@unav.es)

Tatiana Pereira: [tpereira@external.unav.es](mailto:tpereira@external.unav.es)

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

Mikel Iriarte: [miriarteir@external.unav.es](mailto:miriarteir@external.unav.es)

Xin Xing: [xxing@unav.es](mailto:xxing@unav.es)

## BIBLIOGRAPHY AND RESOURCES

### Service Management

#### Textbook:

Chen, Mei-Hsin. (2020). *Handbook of Service Management and Redesign*. Berlín: LAP LAMBERT Academic Publishing. ISBN: 978-620-2-92380-4. [You can find the draft of the book in ADI: "ÁREA INTERNA\Contenidos\Service Management 2020-2021"] [Find it in the library](#)

Chen, Mei-Hsin. (2020). *Manual de Gestión y Rediseño de Servicio*. Pamplona: EUNSA. ISBN: 978-84-313-3493-2 [Localízalo en la Biblioteca](#)

Liker, Jeffrey K. and Ross, Karyn. (2017). *The Toyota Way to Service Excellence*. New York: McGraw-Hill Education. [Find it in the library](#)

#### Recommended books:

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

Crönroos, Christian (1990). *Service management and marketing : managing the moment of truth in service competition*. Lexington: Lexington Books. [Localízalo en la Biblioteca](#)

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](#)



# Universidad de Navarra

Dutta, Bholanath and B. Rose Kavitha. (2011). *Service Management*. New Delhi: I.K. International Publishing House Pvt. Ltd. [[Localízalo en Amazon](#)]

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.](#)] [Localízalo en la Biblioteca](#)

## **Suggested further reading:**

Edgett, S. and Parkinson, S. (1993). Marketing for service industries - A review. *The Service Industries Journal*, 13(3), 19-39.

[Marketing for service industries - A review.pdf](#)

## **Marketing**

### **Textbook:**

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](http://www.emac-online.org)

American Marketing Association [www.ama.org](http://www.ama.org)

Marketing Science Institute [www.msi.org](http://www.msi.org)

## **Data Analysis**

### **Recommended books:**

F. Javier Martín-Pliego (2004); *Introducción a la Estadística Económica y Empresarial*. Edit Thomson. [Localízalo en la Biblioteca](#)