



Universidad  
de Navarra

***Gestión Empresarial 4- Grupo A (ISSA)***  
*Teaching guide 2025-26*

**PRESENTATION**

**Description:** In this course, students will deepen their understanding of how the company carries out its activity and its relationship with customers and suppliers. In addition, students will acquire a global vision of the day-to-day management of organizations through data analysis. Special emphasis will be placed on ICTs as necessary tools for management. Moreover, students will continue to deepen their knowledge of project planning and management tools.

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

**Faculty:** ISSA School of Applied Management

**Course:** 2º

**Semester:** 2º

**ECTS:** 12

**Requirements:** None

**Professors:** [Fernando Ruiz Pérez](#), [César Berrozpe Peralta](#), [Mireia Carabantes Argiñano](#), Itziar de León Pulez, [Francisco Javier Landa](#) & [Xin Xing](#)

**Type of subject:** Compulsory

**Module:** Empresa

**Matter:** Empresa y Entorno

**Language:** Castellano

[Horario de clases](#)

**LEARNING OUTCOMES (Competencies)**

**BASIC**

**CB2** That students know how to apply their knowledge to their work or vocation in a professional manner and possess the skills that are usually demonstrated through the development and defense of arguments and problem solving within their area of study.

**CB3** That students 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 or ethical issues.

**GENERAL**

**CG2** Reach an advanced user level in the use of ICTs necessary for management.

**GC3** Organize and plan one's own work; know how to manage time, with the ability to organize and time tasks related to business management and management.

**CG4** Search, analyze and synthesize information from different sources within the field of business management and administration.



## SPECIFIC

**CE1** Understand the structure and functioning of the company at a strategic, tactical and operational level, the mechanisms of inter-functional cooperation and its interactions with the environment in a global context.

**CE6** Obtain, catalog and file the necessary and relevant information using diverse and reliable sources, ensuring its location, applying legal and ethical aspects and preserving the confidentiality of the data.

**CE8** Effectively manage the documents associated with the management systems and processes of the organization in accordance with the principles of total quality.

## PROGRAM

1. Purchasing and procurement management
  1. Organization of the purchasing department and centralization/decentralization of decisions
  2. Types of purchasing and procurement
  3. Purchasing processes: make or buy, purchasing policies, supplier approval and selection, audits, supplier tracking and purchasing integration.
  4. Procurement processes: order tracking, warehouse management, safety stock, 5S.
  5. Inventory turnover rate: calculation and interpretation
  6. ABC prioritization
  7. Purchasing improvement strategies for suppliers: power-risk relationship
2. Customer management
  1. Customer centricity policies and Customer Lifetime Value
  2. Customer access and visibility
  3. Customer service
3. Data analysis
  1. Data collection and cleaning
  2. Simple visualization techniques
  3. Basic analysis: sample, possible segmentations
  4. Time series analysis
4. Customer management software
  1. Company: functional areas and software solutions.
  2. CRM: Terminology, objects, architecture, top 10 solutions.
  3. Maintenance of customers, contacts, campaigns.
  4. Sales pipeline management. KPIs.
  5. CRM solution integrations with other solutions (ERP). Architectures and models.
5. 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> Office Hours	12	100%
<b>AF4</b> Oral presentations and defenses	3	100%
<b>AF5</b> 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 part.

	<b>WEIGHT</b>
Continuous assessment	70%
<b>SE3</b> Partial and final assessment	30%

The breakdown of continuous assessment is as follows:\*

	<b>TOTAL</b>
<b>SE2</b> Problem solving and/or case studies	5%
<b>SE4</b> 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%

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



\*\* 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.

## 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>



Universidad  
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## OFFICE HOURS

Previous appointment by email with the professor:

Fernando Ruiz: [fperez@unav.es](mailto:fperez@unav.es) ([Calendario de Office Hours](#))

César Berrozpe: [cberrozpep@external.unav.es](mailto:cberrozpep@external.unav.es)

Mireia Carabantes: [mcarabantes@unav.es](mailto:mcarabantes@unav.es)

Itziar de León: [ideleonpule@unav.es](mailto:ideleonpule@unav.es) - ([Appointments here](#))

Francisco Javier Landa: [fjlanda@unav.es](mailto:fjlanda@unav.es)

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

## BIBLIOGRAPHY AND RESOURCES

Management / Richard L. Daft. By: Daft, Richard L.. Australia ; Mason, OH : South-Western Cengage Learning, cop. 2014. xvi, 722 p. : il. col. ; 29 cm. Language: English, Base de datos: Catálogo de la Biblioteca de la Universidad de Navarra [Find it in the Library](#)

Competitive strategy: techniques for analyzing industries and competitors (Michael E. Porter) [Find it in the library](#)

By: Porter, Michael E.. New York : Free Press, 1980. XX, 396 p. ; 25 cm. Language: English, Base de datos: Catálogo de la Biblioteca de la Universidad de Navarra

A innovar se aprende innovando: la guía para ser una empresa ágil, flexible, abierta y rentable en el siglo XXI (Belén Goñi Alegre, María Beúnza Mijimolle) [Localízalo en la Biblioteca](#)

By: Goñi Alegre, Belén. Sevilla : Punto Rojo Libros, S.L., 2016. 236 p. ; 21 cm. Language: Spanish, Base de datos: Catálogo de la Biblioteca de la Universidad de Navarra

### Recommended sources

- Sharma, Robin S. El líder que no tenía cargo : una fábula moderna sobre el liderazgo en la empresa y en la vida. 1a ed. Barcelona: Grijalbo, 2010. [Localízalo en la Biblioteca](#)
- Kippenberger, Tony. Leadership styles. Oxford: Capstone, 2002.
- Wilson, John. Test your management style. London: Hodder and Stoughton, 2000.

### Online sources

- Ideas about Leadership styles: <https://www.ted.com/topics/leadership>
- Ideas about Management styles: <https://www.ted.com/search?cat=videos&q=management>

### Library Resources:

<https://biblioguias.unav.edu/economiayempresa>

### Supply and procurement recommended bibliography:

Chopra, Sunil & Meindl, Peter (2016). *Supply Chain Management: Strategy, Planning & Operation*. Pearson. ISBN 9781292093567



Universidad  
de Navarra

Federal Transit Administration (2016). *Best Practices Procurement & Lessons Learned Manual*. US Department of Transportation. Disponible en <https://www.transit.dot.gov/funding/procurement/procurement>

Fleming, Quentin W. (2003). *Project Procurement Management: Contracting, Subcontracting, Teaming*. FMC Press. ISBN 0-9743912-0-4

O'Brien, Jonathan (2019). *Category Management in Purchasing: A Strategic Approach to Maximize Business Profitability*. 4th Edition. Kogan Page. ISBN 978 0 7494 8261 9