

## Course guide

### 310718 - 310718 - Workshop 3: Management I

Last modified: 09/02/2024

**Unit in charge:** Barcelona School of Building Construction  
**Teaching unit:** 752 - RA - Departamento de Representación Arquitectónica.  
753 - TA - Department of Architectural Technology.  
732 - OE - Department of Management.

**Degree:** BACHELOR'S DEGREE IN ARCHITECTURAL TECHNOLOGY AND BUILDING CONSTRUCTION (Syllabus 2019).  
(Compulsory subject).

**Academic year:** 2023    **ECTS Credits:** 4.5    **Languages:** Catalan, Spanish

#### LECTURER

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**Coordinating lecturer:** Soriano Llobera, Juan Manuel

**Others:** Juan Manuel Soriano  
Nebrera Gonzalez, Montserrat

#### PRIOR SKILLS

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None

#### REQUIREMENTS

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To take the Business Management course

#### DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

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##### Transversal:

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.  
02 SCS N3. SUSTAINABILITY AND SOCIAL COMMITMENT - Level 3. Taking social, economic and environmental factors into account in the application of solutions. Undertaking projects that tie in with human development and sustainability.  
04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.  
05 TEQ N3. TEAMWORK - Level 3. Managing and making work groups effective. Resolving possible conflicts, valuing working with others, assessing the effectiveness of a team and presenting the final results.  
06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.  
07 AAT N3. SELF-DIRECTED LEARNING - Level 3. Applying the knowledge gained in completing a task according to its relevance and importance. Deciding how to carry out a task, the amount of time to be devoted to it and the most suitable information sources.

#### TEACHING METHODOLOGY

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We will use different teaching resources:

- Active and collaborative work in the face-to-face sessions, the role of the teacher is a passive role, exercising a role of mentor to the students, who will become the promoters of the business plan.
- We will share intrapersonal and interpersonal communication techniques to help improve teamwork.
- Role playing, to simulate real situations and increase pragmatism in management issues.

## LEARNING OBJECTIVES OF THE SUBJECT

The objective of the workshop is, through the realization of a business plan, to see the entire value chain of a company in the field of the building sector, e.g. manufacture of ceramic tiles, construction company or structural calculation office, from the creation of the business idea to its implementation.

The specific objectives are:

- 1) Identify each one of the essential parts of a business plan: idea, market study, operations plan and financial plan.
- 2) Value the importance of teamwork and provoke synergies.
- 3) Visualize the chain of activities that exists in a construction company.

## STUDY LOAD

Type	Hours	Percentage
Hours small group	45,0	40.00
Self study	67,5	60.00

**Total learning time:** 112.5 h

## CONTENTS

### Business idea creation

#### Description:

During these sessions, the students must create, develop and test the idea and the business model that they will then have to carry out in the business plan.

#### Specific objectives:

They will have to perform three specific tasks:

- Create and alienate the team with a common purpose and interests.
- Develop a consistent business idea.
- Establish a collaboration framework to obtain synergies in teamwork

#### Related activities:

Tasks to be carried out: creation of the team and its purpose, elaboration of the business idea and public presentation of the idea and business model.

ACTIVITIES TO DELIVER: 1ST ELEVATOR PITCH (VIDEO)

#### Related competencies :

06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

05 TEQ N3. TEAMWORK - Level 3. Managing and making work groups effective. Resolving possible conflicts, valuing working with others, assessing the effectiveness of a team and presenting the final results.

**Full-or-part-time:** 22h 30m

Theory classes: 0h 30m

Practical classes: 8h 30m

Self study : 13h 30m

### business environment analysis

**Description:**

Once the business idea has been developed, analysis of the socioeconomic environment (PEST)

**Specific objectives:**

Validate if the business idea is valid or makes sense, prior to conducting the market study.

**Related activities:**

Tasks to be carried out, carry out the PEST analysis of the environment.

ACTIVITIES TO DELIVER: 2nd. ENVIRONMENTAL ANALYSIS

**Related competencies :**

04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.

07 AAT N3. SELF-DIRECTED LEARNING - Level 3. Applying the knowledge gained in completing a task according to its relevance and importance. Deciding how to carry out a task, the amount of time to be devoted to it and the most suitable information sources.

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

**Full-or-part-time:** 7h 30m

Practical classes: 3h

Self study : 4h 30m

### Market analysis

**Description:**

In this module we will carry out a study of supply and demand for the product or service to be analyzed. Also the SWOT and PORTER, to determine the key variables of success.

**Specific objectives:**

The main objective is to carry out a marketing study, which will validate the business idea initially raised and be able to determine the key success variables.

**Related activities:**

Tasks to perform: supply and demand analysis, SWOT, PORTER AND VCE

ACTIVITIES TO DELIVER: 2nd. MARKET DIAGNOSIS and ANALYSIS

**Related competencies :**

04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.

06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.

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01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

02 SCS N3. SUSTAINABILITY AND SOCIAL COMMITMENT - Level 3. Taking social, economic and environmental factors into account in the application of solutions. Undertaking projects that tie in with human development and sustainability.

**Full-or-part-time:** 16h 30m

Theory classes: 3h

Self study : 13h 30m



## STRATEGIC PLAN

**Description:**

Develop the main objectives of the business and its positioning.

**Specific objectives:**

Create measurable goals and competitive positioning

**Related activities:**

Chores; create the B.S.C.

ACTIVITIES TO DELIVER: 3rd. STRATEGIC PLAN

**Full-or-part-time:** 3h

Theory classes: 3h

## COMMERCIAL PLAN AND MARKETING MIX

**Description:**

Develop the commercial plan and the product or service's marketing mix.

**Specific objectives:**

Define the target group with precision, product, price, location, after sales service, communication plan, ...

**Related activities:**

Tasks to perform: business plan and marketing mix

ACTIVITIES TO DELIVER: 3rd COMMERCIAL PLAN AND MARKETING MIX

**Full-or-part-time:** 3h

Theory classes: 3h

## Definition of the product and operations plan

### Description:

In this module we will develop in the most detailed way possible the product / service created and validated by the marketing study, as well as the operations plan.

The main condition of the product or service to be created is that it be from the construction sector.

As an example:

- Construction materials: Ceramic pieces, transformed wood, binders, artificial stones, test laboratories, etc ...
- Construction company, company for assembling prefabricated panels, installations, etc ...
- Technical consulting for calculations of structures, facilities, Project management, facilities management, etc.

### Specific objectives:

Define the product / service, from a technical point of view, under a proposal validated by a study of marketing and market needs.

In a schematic way, it is intended as a minimum to obtain (product):

What and how is the product. Definition of its main benefits. Schematic production process. Times for obtaining products, transportation, etc ... Product life cycle and environmental impact.

Schematically when dealing with a service:

Definition of the service, maximums and minimums. Schematic process of generating the service (stages, deliveries, documentation, guarantees), etc ...

Product / service specific:

Depending on the product or service that is the object of the business plan, the corresponding bibliography will be detailed.

The operations plan will also be developed: company location, necessary resources, determination of processes, purchases, ...

### Related activities:

Tasks to be performed: define the product and the operations plan

ACTIVITATS A ENTREGAR: 4TE. PRODUCTE I PLA D'OPERACIONS

### Related competencies :

04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.

06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.

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### Full-or-part-time: 30h

Practical classes: 12h

Self study : 18h

## LEGAL AND TAX STRUCTURE

**Description:**

Legal constitution of the company and its taxation

**Specific objectives:**

Determine what type of commercial or civil society is more appropriate.

**Full-or-part-time:** 1h

Theory classes: 1h

## Human Resources and launch plan

**Description:**

Determine the organizational structure, its functions and launch plan.

**Specific objectives:**

Establish the basic aspects of the organization and the calendar of actions for its launch.

**Related activities:**

ACTIVITIES TO DELIVER: 4TH. HUMAN RESOURCES I LAUNCH PLAN

**Full-or-part-time:** 1h

Theory classes: 1h

## Economic and financial planning

**Description:**

In this last module we will carry out the economic study and financial planning of the proposed product / service, quantifying: investment, income and expenses, and analyzing its financial viability

**Specific objectives:**

The final objective of this module is to quantify monetarily everything planned, and analyze its viability, both economically and financially. To then proceed to its exposition and public defense.

**Related activities:**

Tasks to be carried out Calculation of investment, income and expenses, Financial planning and profitability and Presentation of the business plan.

ACTIVITIES TO DELIVER: 5TH. INVESTMENT AND PENSION RESULTS ACCOUNT

**Related competencies :**

04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.

06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.

07 AAT N3. SELF-DIRECTED LEARNING - Level 3. Applying the knowledge gained in completing a task according to its relevance and importance. Deciding how to carry out a task, the amount of time to be devoted to it and the most suitable information sources.

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

05 TEQ N3. TEAMWORK - Level 3. Managing and making work groups effective. Resolving possible conflicts, valuing working with others, assessing the effectiveness of a team and presenting the final results.

**Full-or-part-time:** 30h

Practical classes: 12h

Self study : 18h



## GRADING SYSTEM

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The evaluation criteria for the workshop will be as follows:

- Work done in the classroom 30%.
- Partial presentation of the business plan 20%.
- Presentation of a business plan to be carried out 50%.

## BIBLIOGRAPHY

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### Basic:

- Mazón Satrustegui, Fernando; Olsina Pau, Francesc Xavier; Aguila Batllori, Santiago. Finanzas: de la planificación a largo a la gestión diaria de la tesorería. 2003. Barcelona: Gestion 2000, Reimpressió 2007. ISBN 978-8480889278.
- Ruiz, Miguel. Los Cuatro acuerdos : un libro de sabiduría tolteca. Barcelona: Urano, 2011. ISBN 9788479532536.
- Laloux, Frederic. Reinventar las organizaciones : la guía práctica ilustrada del libro que ha revolucionado el management. 2017. Barcelona: Arpa Innovación, 2017. ISBN 9788416601554.