EAE Business School Barcelona

Bachelor Degree in Business Administration and Management and Business Transformation

Course: Organizational resilience

Subject: Business

Credits: 6 ECTS

Program: Bachelor

Modality: On-Site

Year: Fourth

Semester: First

Academic Year: 2026–2027

1. Index

2. Presentation

Organizational resilience is the ability of a company to adapt to events or situations of structural change, and the ability to adapt to the situation in an agile way and be able to measure opportunities before conflicts, and promote coexistence in cultural diversity. Resilience is the combination of a series of factors that interact with each other before a subject at risk with low tolerance to failure that allow him to overcome the situation and emerge strengthened. From an organizational perspective, resilient institutions are those that survive this transformational change, manage to adapt to them, and also emerge stronger. At the business level, resilience is spoken of when companies adjust to the different situations of the markets without having to risk their independence and essence in order to transform the business and achieve an agile and sustainable business model.

3. Learning outcome of the degree

- RAT1 - The graduate will be able to recognize the tasks of the different functional areas within a company or organization, taking into account previous theoretical learning about business structures.
- RAT4 - The student will describe the techniques of management in the development of business organizations by means of different written tests.
- RAT5 - The graduate will describe the characteristics of the institutions and procedures of the Spanish and European legal system and their impact on the business environment, by means of a written or oral test.
- RAT6 - The graduate will be able to understand the different data analysis techniques used to assess the feasibility of a business project.
- RAT7 - The student, after completing the Degree, will be able to identify the HR principles and practices of organizations through real-world case study learning.
- RAT8 - The graduate will be able to provide a detailed description of the principles of occupational risk assessment as well as the action plans required to implement them in a company.
- RAT9 - The student will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT10 - The student will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT11 - After completing the Degree, the student will be able to apply the teamwork techniques in an autonomous way.
- RAT12 - The graduate will be able to develop both traditional and digital marketing and promotional projects in a business environment.
- RAT13 - The graduate will be able to analyze the economic operations of companies, which have been carried out in the financial markets.
- RAT16 - The graduate will be able to understand the economic-financial information of business entities and institutions in relation to their environment.

- RAT17 - After completing the degree, the graduate will be able to apply techniques to analyze and solve problems in changing business environments through the implementation of challenges and problem-solving methods.
- RAT18 - The student will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT19 - The student will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT20 - The student will be able to apply the gender perspective in the professional tasks.
- RAT21 - The graduate will be able to verify the economic-financial information of business organizations and institutions with regard to their environment, by analyzing the companies' profit and loss accounts.
- RAT23 – The graduate will be able to actively propose a plan for the implementation and support of information and communication systems for the digital transformation of the organization, according to a project based on a real business case.
- RAT24 – After completing the degree, the student will be able to design projects for IT services and systems in all business fields.
- RAT25 - The graduate will be able to prioritize the operational tasks of the different functional areas of a company or organization.

4. Learning outcomes of the subjects

- RAM2 – The student will be able to use in a solvent way the tools provided by the project management in the business reality.
- RAM5 – The student will be able to organize a team, a business project in which all departments of a company participate.
- RAM7 – The student will be able to properly relate the fundamental concepts of current business to obtain a broad vision of the economic reality that affects the company.

5. Contents

When reality changes, the organization is positioned before a map of reality that involves it in an experiential way. Resilient companies make this process of change looking to the future by setting goals to achieve. This happens only with a resilient management team. It will address issues such as:

- The autonomy of a resilient leader:
  - Resilient leadership is grounded in autonomy, the ability to self-manage and make decisions in uncertain contexts.
  - A resilient leader does not depend on rigid structures or immediate external validation; they act with conviction, strategic vision, and emotional balance, anticipating change and instilling confidence in the team.

- The face of adversity:
  - Resilient organizations do not deny crisis; they face it actively.
  - Coping with adversity involves acknowledging challenges, adapting quickly, learning from failure, and redefining goals.
  - This process is not merely defensive; it represents an opportunity to reshape business models, processes, and culture.

- Flexibility combined with perseverance:
  - Business resilience depends on a positive tension between adaptability and determination.
  - Flexibility allows organizations to pivot in response to changing conditions, while perseverance ensures long-term commitment to purpose.
  - Both are vital for sustaining transformative initiatives without losing strategic direction or identity.

- A strategic plan for organizational transformation and resilience:
  - A resilient organization requires a plan that goes beyond daily operations.
  - It must incorporate scenario planning, contingency protocols, internal capacity building, and mechanisms for continuous innovation.
  - This strategic plan serves as a compass during change, guiding decisions that align with the organization’s mission and vision.

- Business infrastructure and resilient ecosystem:
  - No company operates in isolation.
  - Resilience is enhanced when internal infrastructure (technology, talent, processes) is effectively connected to a strong external ecosystem: collaborative networks, support institutions, engaged customers, and aligned public policies.
  - This interdependence fosters collective adaptability.

- Modernization and digitization of processes in the organization:

- Digitalization is not just a technical upgrade; it is a key process for resilient transformation.
- Automating workflows, collecting real-time data, analyzing performance, and optimizing operations empower companies to respond faster, make better decisions, and redesign their business models in the face of change.

- Education and knowledge, continuing training and capacity building:
  - Organizational resilience is built through learning.
  - Continuous training enables skill acquisition, technological responsiveness, and the development of adaptive capabilities.
  - A learning-oriented culture fosters critical thinking, creativity, and autonomy, essential for sustaining innovation and long-term competitiveness.

Application through examples and exercises of Corporate Social Responsibility to ensure a better sustainable community and continuity in awareness of its importance. In the context of resilience, CSR is not a reputational add-on but a sustainability strategy. Through applied practices and real cases, it becomes evident that companies integrating social and environmental values into their core strategies to foster stronger communities, reinforce their legitimacy, and enhance collective recovery capacity.

6. Methodology

Learning outcomes developed	**Teaching methodology**	**Training activities**
Knowledge	Master class	Teacher’s presentations
	Instructional sessions	Student’s presentations
	Tutoring	Meetings for the resolution of doubts
	Learning based on readings	Reading and analysis of documents
Skill	Learning based on projects	Problem solving
	Learning based on audio-visual	Audiovisual analysis
	Case-based learning	Search and processing of information. Problem solving
Competence	Project-based work	Reporting Submissions of reports or papers

7. Evaluation

Evaluation system	Weight
Continuous evaluation: exercises, problems, reporting, papers, case studies	40 %
Mid-term exam	20 %
Final exam	40 %

The regulations include the obligation of 75% attendance.

- Absences are divided into two categories: justified and unexcused. Excused absences are those that can be demonstrated with a proof. All other absences are considered unjustified absences.
- The supporting documents must be delivered within a maximum period of 7 days to the teaching staff and clearly include the student's personal data as well as the date and time in which the student did not attend to a class.

Continuous assessment

The final grade for the subject is calculated based on the weighting of three evaluation blocks, divided into evaluable activities:

A. Midterm exam: 20%

B. Exercises, problems, preparation of reports, assignments, presentations: 40%

1. Four evaluable activities: 5% each
2. A group assignment or report: 10%
3. A group presentation: 10%

C. Final exam: 40%

These three blocks will only be weighted if the final exam grade is equal to or greater than 4.0. If the final exam grade is less than 4.0, the subject cannot be passed.

In the event that the subject is failed and, in turn, the final exam grade is less than 5.0, the student can recover the final exam with an additional test. If the weighted grade for the activities in section B is less than 5, this is also recoverable. With the result obtained, the final grade for the subject will be calculated according to the previous criteria.

Students who do not attend evaluative activities with a weight greater than 50% will receive an overall course grade of "Not presented."

Single Evaluation

The single evaluation consists of a single exam that is equivalent to 100% of the course grade. The exam, and therefore the subject, is passed with a grade of 5 out of 10 in this final test. In case of obtaining a grade lower than 5.0, the student has the right to a make-up exam.

To benefit from the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the competencies and learning outcomes of the course. In this regard, a minimum attendance of 75% of the total scheduled sessions is mandatory.

Failure to meet this minimum attendance percentage will result in the loss of the right to sit the final exam for the course. Consequently, the student will be graded as a fail, with no possibility of reassessment or second-chance opportunities, in accordance with the University's current academic regulations.

1. Absences are divided into two categories: justified and unjustified. Justified absences are those that can be supported by documentation. All other absences are considered unjustified.

2. Supporting documents must be submitted to the teaching staff within a maximum period of 7 days, and must clearly include the student's personal details, as well as the date and time during which attendance at class was prevented.

8. Bibliography

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