



Teaching Guide

Teaching Guide				
Identifying Data				2015/16
Subject (*)	Deseño Organizativo		Code	611G02029
Study programme	Grao en Administración e Dirección de Empresas			
Descriptors				
Cycle	Period	Year	Type	Credits
Graduate	2nd four-month period	Third	Obligatoria	6
Language	Spanish			
Teaching method	Face-to-face			
Prerequisites				
Department	Análise Económica e Administración de Empresas			
Coordinador	García Álvarez, María Teresa	E-mail	teresa.galvarez@udc.es	
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Web				
General description	La materia se centra en el análisis de las estructuras organizativas de las empresas en el mundo real.			

Study programme competences

Code	Study programme competences
A1	Manage an enterprise or small organization, understanding their competitive and institutional position and identifying their strengths and weaknesses
A2	Integrate in any functional area of micro-firms or SMEs and perform fluently any management task commissioned
A3	Evaluate and foreseeing, from relevant data, the development of a company.
A4	Elaborate advisory reports on specific situations of companies and markets
A5	Write projects about specific functional areas (e.g. management, marketing, financial) of the company
A6	Identify the relevant sources of economic information and to interpret the content.
A8	Derive, based on from basic information, relevant data unrecognizable by non-professionals.
A9	Use frequently the information and communication technology (ICT) throughout their professional activity.
A10	Read and communicate in a professional environment at a basic level in more than one language, particularly in English
A11	To analyze the problems of the firm based on management technical tools and professional criteria
B1	CB1-The students must demonstrate knowledge and understanding in a field of study that part of the basis of general secondary education, although it is supported by advanced textbooks, and also includes some aspects that imply knowledge of the forefront of their field of study
B2	CB2 - The students can apply their knowledge to their work or vocation in a professional way and have competences typically demonstrated by means of the elaboration and defense of arguments and solving problems within their area of work
B3	CB3- The students have the ability to gather and interpret relevant data (usually within their field of study) to issue evaluations that include reflection on relevant social, scientific or ethical
B4	CB4-Communicate information, ideas, problems and solutions to an audience both skilled and unskilled
B5	CB5-Develop skills needed to undertake further studies learning with a high degree of autonomy
B6	CG1-Perform duties of management, advice and evaluation in business organizations
B7	CG2-Know how to use the concepts and techniques used in the various functional areas of the company and understand the relationships between them and with the overall objectives of the organization
B8	CG3- Know how to make decisions, and, in general, assume leadership roles.
B10	CG5-Respect the fundamental and equal rights for men and women, promoting respect of human rights and the principles of equal opportunities, non-discrimination and universal accessibility for people with disabilities.
C1	Express correctly, both orally and in writing, in the official languages of the autonomous region



C4	To be trained for the exercise of citizenship open, educated, critical, committed, democratic, capable of analyzing reality and diagnose problems, formulate and implement knowledge-based solutions oriented to the common good
C5	Understand the importance of entrepreneurial culture and know the means and resources available to entrepreneurs
C6	Assess critically the knowledge, technology and information available to solve the problems and take valuable decisions
C7	Assume as professionals and citizens the importance of learning throughout life.
C8	Assess the importance of research, innovation and technological development in the economic and cultural progress of society.

Learning outcomes			
Learning outcomes		Study programme competences	
Aplicar á análise dos problemas criterios profesionais baseados no manexo de instrumentos técnicos e difundir o uso das novas tecnoloxías		A3 A9 A11	B1 B2
Asumir como profesional e cidadán a importancia da aprendizaxe ao longo da vida y fomentar los valores del esfuerzo, trabajo, formacion continua e iniciativa privada			B3 B4 C4 C5 C6 C7 C8
Saber facer a presentación oral e escrita dun proxecto de xestión e análise da estrutura organizativa dunha empresa e comunicarse con fluidez non seu contorno		A10 A11	B5 B6 C1 C5
Expresarse correctamente, tanto de forma oral coma escrita, nas linguas oficiais da comunidade autónoma.			B7 B8 C1
Desenvolverse para o exercicio dunha cidadanía aberta, culta, crítica, comprometida, democrática e solidaria.			C4
Saber deseñar organigramas e realizar análise das competencias dos diferentes postos de traballo, base para emitir informes e proxectos de xestión		A1 A2 A4 A5 A6 A8	B10

Contents	
Topic	Sub-topic
TEMA 1: Introducción á análise organizativa	1.1. Mecanismos de coordinación 1.2. Elementos básicos e partes fundamentais
TEMA 2: Parámetros de deseño organizativo	2.1. Deseño de postos. 2.2. Deseño da estrutura departamental 2.3. Deseño de vínculos laterais. 2.4. Descentralización
TEMA 3: Factores de continxencia	3.1. Idade 3.2. Tamaño 3.3. Sistema técnico 3.4. Contorno 3.5. O papel do poder
TEMA 4: Configuracións estruturais	4.1. Simple 4.2. Burocracia maquinal 4.3. Burocracia profesional 4.4. Divisional. 4.5. Adhocracia

Planning



Methodologies / tests	Competencies	Ordinary class hours	Student's personal work hours	Total hours
Case study	A1 A2 A3 A4	14	28	42
Objective test	A2 A3 B7	2	28	30
Seminar	A8 A9 C1 C4 C5	4	4	8
Guest lecture / keynote speech	A5 A6 B1 B2 B3 B4 B5 B6	17	0	17
Supervised projects	A10 A11 B8 B10 C6 C7 C8	6	24	30
Document analysis	A3 A4 A5	5	15	20
Personalized attention		3	0	3

(*)The information in the planning table is for guidance only and does not take into account the heterogeneity of the students.

Methodologies	
Methodologies	Description
Case study	Análise de casos prácticos reais aplicada ao marco conceptual da materia
Objective test	Examen tipo test
Seminar	Organizaranse 4 horas de titorías presenciais para o seguimento dos traballos cuxas datas e horas serán comunicada ao longo do curso.
Guest lecture / keynote speech	Presentación de conceptos teóricos básicos
Supervised projects	Traballos en grupo nos que se aplicarán os conceptos vistos nas sesións maxistrais
Document analysis	Busca e análise de datos relevantes utilizando as novas tecnoloxías da información

Personalized attention	
Methodologies	Description
Seminar Guest lecture / keynote speech Supervised projects Case study	Os seminarios e as titorías servirán para aclarar dúbidas e facer un seguimento dos traballos tutelados ou dúbidas en seminarios e sesión maxistral.

Assessment			
Methodologies	Competencies	Description	Qualification
Supervised projects	A10 A11 B8 B10 C6 C7 C8	Traballos en grupo sobre unha empresa real.	30
Objective test	A2 A3 B7	Examen tipo test	60
Case study	A1 A2 A3 A4	Análise de casos presentado en clase.	5
Document analysis	A3 A4 A5	Uso de fontes de información axeitadas. Cada grupo deberá expoñer en clase un concepto ou epígrafe non visto con anterioridade.	5

Assessment comments



Considérase que un alumno está dentro da avaliación continua e, polo tanto, se lle aplicará o esquema de avaliación anterior, se realizou máis dun 20% dos traballos e casos prácticos encargados. Polo tanto, este alumno se non alcanza o cinco, estará "suspense" nas actas da materia aínda que non se presente ao exame. Este sistema de avaliación mantense tanto para a primeira oportunidade coma para xullo.

Tanto o estudo de casos, análise de fontes documentais e os traballos tutelados realízanse ao

longo do curso e non é posible a súa realización fóra do período lectivo dado que se realizan dentro da aula. Tanto aos alumnos a tempo parcial como a tempo completo se lles aplicará o mesmo sistema de avaliación.

Para o cálculo da nota media final, será preciso obter unha nota mínima de 4 puntos sobre 10 puntos no exame (non se calculará a nota media dos alumnos que obteñan unha nota menor que esta no exame). Para superar a materia, a nota media ponderada final deberá ser igual ou superior a 5 puntos sobre 10.

Recórdase que está prohibido acceder ao exame con calquera dispositivo que permita a comunicación co exterior e/ou o almacenamento de información. Así mesmo, recórdase que calquera alumno sorprendido realizando o exame mediante calquera procedemento fraudulento se lle asignará unha nota de cero no exame.

Sources of information

Basic	- Mintzberg (Varios). La estructuración de las organizaciones. Ariel
Complementary	

Recommendations

Subjects that it is recommended to have taken before

Economía da Empresa: Dirección e Organización/611G02008

Subjects that are recommended to be taken simultaneously

Subjects that continue the syllabus

Other comments

(*)The teaching guide is the document in which the URV publishes the information about all its courses. It is a public document and cannot be modified. Only in exceptional cases can it be revised by the competent agent or duly revised so that it is in line with current legislation.