



## Teaching Guide

| Identifying Data    |  |        |   |         | 2018/19 |
|---------------------|--|--------|---|---------|---------|
| Subject (*)         | Organisational Design  | Code   | 611G02029   |         |         |
| Study programme     | Grao en Administración e Dirección de Empresas   |        |   |         |         |
| Descriptors         |  |        |   |         |         |
| Cycle               | Period   | Year   | Type  | Credits |         |
| Graduate            | 2nd four-month period  | Third  | Obligatory  | 6       |         |
| Language            | SpanishGalician  |        |   |         |         |
| Teaching method     | Face-to-face   |        |   |         |         |
| Prerequisites       |  |        |   |         |         |
| Department          | EconomíaEmpresa  |        |   |         |         |
| Coordinador         | Barbeito Roibal, Susana Maria  | E-mail | susana.barbeito@udc.es  |         |         |
| Lecturers           | Barbeito Roibal, Susana Maria<br>Gago Cortés, María Carmen<br>Guillen Solorzano, Maria<br>Nieto Uria Ribeiro De Almeida, Arturo J. | E-mail | susana.barbeito@udc.es<br>m.gago@udc.es<br>maria.guillen@udc.es<br>a.nietouria@udc.es |         |         |
| Web                 |  |        |   |         |         |
| General description | A materia centrase no análise das estruturas organizativas das empresas no mundo real.   |        |   |         |         |

## Study programme competences / results

| Code | Study programme competences / results   |
|------|---|
| 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 / results |          |                            |
| Aplicar á análise dos problemas criterios profesionais baseados no manexo de instrumentos técnicos e difundir o uso das novas tecnoloxías                             | A3<br>A9<br>A11                       | B1<br>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<br>B4 | C4<br>C5<br>C6<br>C7<br>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<br>A11                            | B5<br>B6 | C1<br>C5                   |
| Expresarse correctamente, tanto de forma oral coma escrita, nas linguas oficiais da comunidade autónoma.  |                                       | B7<br>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<br>A2<br>A4<br>A5<br>A6<br>A8      | B10      |                            |

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

|                 |
|-----------------|
| <b>Planning</b> |
|-----------------|



| Methodologies / tests          | Competencies / Results                 | Teaching hours (in-person & virtual) | Student?s personal work hours | Total hours |
|--------------------------------|--|--------------------------------------|-------------------------------|-------------|
| Objective test                 | A8 B7 B8                               | 2                                    | 37                            | 39          |
| Seminar                        | A2 A3 A9 A10 A11<br>B10 C4 C5 C6 C7 C8 | 4                                    | 4                             | 8           |
| Guest lecture / keynote speech | A4 A5 A6 B1 B5 B6                      | 17                                   | 17                            | 34          |
| Supervised projects            | A1 B2 B3 B4 C1                         | 6                                    | 60                            | 66          |
| 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  |
| Objective test                 | Examen tipo test   |
| Seminar                        | Organizaranse 4 horas de titorías presenciais para o seguimento dos traballos cuxas datas e horas serán comunicadas ao longo do curso. |
| Guest lecture / keynote speech | Presentación de conceptos teóricos básicos   |
| Supervised projects            | Traballos grupais con exposición oral.   |

| Personalized attention         |  |
|--------------------------------|--|
| Methodologies                  | Description  |
| Seminar<br>Supervised projects | Os seminarios e as titorías servirán para aclarar dúbidas e facer un seguimento dos traballos tutelados. |

| Assessment          |                        |   |               |
|---------------------|------------------------|---|---------------|
| Methodologies       | Competencies / Results | Description   | Qualification |
| Supervised projects | A1 B2 B3 B4 C1         | Dous traballos en grupo e exposición oral dos mesmos. Un deles podería ser substituído, a criterio do profesor, por pequenos casos prácticos a resolver na propia aula. | 50            |
| Objective test      | A8 B7 B8               | Examen tipo test  | 50            |

| Assessment comments |
|---------------------|
|                     |



É de aplicación anormativa de avaliacións, revisión e reclamación das calificacións dos estudos de grado e mestrado universitario, de la UDC (30/04/14):

Os alumnos coñecerán as cualificacións dos traballos antes da realización do exame (Xuño ou Xullo). Os criterios de avaliación e cualificación son, exactamente, iguais nas dúas oportunidades de exame (Xuño e Xullo). Considérase que un alumno está dentro da avaliación continua e, polo tanto, aplicaráselle o esquema de avaliación anterior, si realizou máis dun 20% dos traballos e casos prácticos encargados. Polo tanto, este alumno si 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 como para o segundo. Os alumnos que se matriculen a ?tempo parcial?, deberán comunicálo o profesor. Nestes casos os profesores valorarán a adaptación dos criterios de avaliación. As guías para a realización dos traballos tutelados ou de calquera outra práctica ou exercicio proposto polo profesor estarán colgadas na plataforma Moodle, coa suficiente antelación. Os traballos grupais tutelados realízanse ao longo do curso e non é posible a súa realización fóse do período lectivo. Na defensa oral do traballo tutelado, participarán tódolos compoñentes do grupo responsable da súa elaboración. Calquera información, aviso ós alumnos, ? colgarase nesta plataforma. Enviarase un e-mail notificándoo. É altamente recomendable a asistencia a clase e o seguimento de todas as actividades programadas na materia. 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 en o exame).

Para superar a materia, a nota media ponderada final deberá ser igual ou superior a 5 puntos sobre 10. Para aqueles alumnos que cumpran os requisitos esixidos para o acceso á proba adiantada, o criterio de avaliación será un 50% -50%. É responsabilidade do alumno consultar a dirección de e-mail ca UDC lle asigne.

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 traballos ou exame mediante calquera procedemento fraudulento se lle asignará unha nota de cero na convocatoria. **NOTA IMPORTANTE ESTUDANTES DE INTERCAMBIO/ACORDO BILATERAL/ ERASMUS/...**

Os exames faranse nas datas aprobadas pola Xunta de Facultade. Non haberá exames fóra das datas designadas.

O exame para ESTUDANTES NON HISPANOS será unhas preguntas curtas para facilitar a comprensión do mesmo por parte de devanditos alumnos.

### Sources of information

|                      |  |
|----------------------|--|
| <b>Basic</b>         | - Mintzberg (Varios). La estructuración de las organizaciones. Ariel<br>- Morales Fernández, E. J. y Ariza Montes, J. A. (2015). Diseño y organización de empresas. Ediciones Universitarias McGraw-Hill |
| <b>Complementary</b> |  |

### Recommendations

#### Subjects that it is recommended to have taken before

Business Economics: Management and Organisation/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.