



Teaching Guide				
Identifying Data				2020/21
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	Empresa			
Coordinador	Nieto Uria Ribeiro De Almeida, Arturo J.	E-mail	a.nietouria@udc.es	
Lecturers	Barbeito Roibal, Susana Maria Gago Cortés, María Carmen Nieto Uria Ribeiro De Almeida, Arturo J.	E-mail	susana.barbeito@udc.es m.gago@udc.es a.nietouria@udc.es	
Web				
General description	A materia centrase no análise das estruturas organizativas das empresas no mundo real.			
Contingency plan	1. Modifications to the contents 2. Methodologies *Teaching methodologies that are maintained *Teaching methodologies that are modified 3. Mechanisms for personalized attention to students 4. Modifications in the evaluation *Evaluation observations: 5. Modifications to the bibliography or webgraphy			

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		
Apply to the analysis of problems professional criteria based on the handling of technical instruments.	A3 A9	B1 B2 B3 B4	
Assume as a professional and citizen the importance of learning throughout life.			C6 C7 C8
Communicate fluently around you and work as a team	A10 A11	B5 B6	C1 C5
Knowing how to design organizational charts and perform analysis of the competencies of the different jobs, basis for issuing reports and management projects	A1 A2 A4 A5 A6 A8	B10	
Self Development for the exercise of an open, educated, critical, committed, democratic and supportive citizenship, capable of analyzing reality, diagnosing problems, formulating and implementing solutions based on knowledge and oriented to the common good.			C4
Express themselves correctly, both orally and in writing, in the official languages ??of the autonomous community.		B7 B8	C1

Contents	
Topic	Sub-topic
TEMA 1:How organizations function	1.1.Five basic parts of the Organization 1.2. The organization as a system of flows



TEMA 2: THE DESIGN PARAMETERS	2.1. Design of Positions: Job Specialization 2.2. Design of Positions: Behavior Formalization 2.3. Design of Positions: Training and Indoctrination 2.4. Design of Superstructure: Unit Grouping 2.5. Design of Superstructure: Unit Size 2.6. Design of Lateral Linkages: Planning and Control Systems 2.7. Design of Lateral Linkages: Liaison Devices 2.8. Design of Decision-Making System: Vertical and Horizontal Decentralization
TEMA 3: THE CONTINGENCY FACTORS	3.1. The Effective Structuring of Organizations 3.2. Age and Size 3.3. Technical System 3.4. Environment 3.5. Power
TEMA 4: STRUCTURAL CONFIGURATIONS	4.1. The Simple Structure 4.2. The Machine Bureaucracy 4.3. The Professional Bureaucracy 4.4. The Divisionalized Form 4.5. The Adhocracy 4.6. A Concluding Pentagon

Planning				
Methodologies / tests	Competencies / Results	Teaching hours (in-person & virtual)	Student's personal work hours	Total hours
Seminar	A2 A3 A8 A9 A10 A11 B7 B8 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	29	76	105
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
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
Supervised projects	Seminars and tutorials will serve to clarify doubts and monitor the work supervised.
Seminar	In the event that due to COVID 19 we return to confinement situations, the doubts and follow-up of the supervised work will be carried out through personal or group tutorials, upon request by e-mail.

Assessment			
Methodologies	Competencies / Results	Description	Qualification



Supervised projects	A1 B2 B3 B4 C1	Two group work and oral presentation of the same. One of the works can be replaced, at the teacher's discretion, by small practical cases to solve in the classroom.	100
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Assessment comments

Students will know the grades of the works before the date set by the faculty for the exams (June or July).

The evaluation and qualification criteria are exactly the same on both occasions (June and July).

A student is considered to be within the continuous evaluation and, therefore, the previous evaluation scheme will be applied to him, if he carried out more than 20% of the work and practical cases commissioned. Therefore, this student if he does not reach five, will be "suspended" in the minutes of the subject.

This evaluation system is maintained both for the first opportunity and for July.

The guides for carrying out the tutored work or any other practice or exercise proposed by the teacher will be posted on the Moodle platform, in good time.

Any information, notice to students, etc. will be hung on this platform. An email will be sent notifying you.

It is the student's responsibility to consult the e-mail address assigned by the UDC.

The supervised group work is carried out throughout the course and it is not possible to carry it out outside the school period.

In the oral defenses of group work, all the components of the group responsible for its preparation will participate.

Part-time students must communicate this to the teachers. In these cases, teachers will assess the adaptation of the evaluation criteria.

Class attendance and follow-up of all scheduled activities in the subject is highly recommended.

For the calculation of the final average mark, it will be necessary to obtain a minimum mark of 4 points out of 10 points in either of the two works (the average mark of the students who obtain a lower mark than this will not be calculated).

To pass the subject, the final weighted average grade must be equal to or greater than 5 points out of 10.

For those students who meet the requirements for access to the advanced test, the evaluation criteria will be the same as those of the normal calendar. Those students must deliver the work entrusted by the teachers of the subject. They should contact the Subject Coordinator to assign the corresponding assignments.

It is recalled that access to any test with any device that allows communication with the outside and / or the storage of information is prohibited.

Likewise, it is recalled that any student caught doing exams, assignments or tests through any fraudulent procedure will be assigned a zero grade in the call.

IMPORTANT NOTE EXCHANGE STUDENTS / BILATERAL AGREEMENT / ERASMUS / ...

The deliveries of works will be established at the beginning of the course.

Sources of information

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

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

It is an eminently practical subject. Its development involves the student's involvement in carrying out group work from the beginning of it. It is highly recommended, as learning, to attend the oral presentations of all groups. The teachers use to make comments, recommendations and teach in these sessions.



(*)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.