



Teaching Guide				
Identifying Data				2021/22
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	
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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	<p>2.1. Design of Positions: Job Specialization</p> <p>2.2. Design of Positions: Behavior Formalization</p> <p>2.3. Design of Positions: Training and Indoctrination</p> <p>2.4. Design of Superstructure: Unit Grouping</p> <p>2.5. Design of Superstructure: Unit Size</p> <p>2.6. Design of Lateral Linkages: Planning and Control Systems</p> <p>2.7. Design of Lateral Linkages: Liaison Devices</p> <p>2.8. Design of Decision-Making System: Vertical and Horizontal Decentralization</p>
TEMA 3: THE CONTINGENCY FACTORS	<p>3.1. The Effective Structuring of Organizations</p> <p>3.2. Age and Size</p> <p>3.3. Technical System</p> <p>3.4. Environment</p> <p>3.5. Power</p>
TEMA 4: STRUCTURAL CONFIGURATIONS	<p>4.1. The Simple Structure</p> <p>4.2. The Machine Bureaucracy</p> <p>4.3. The Professional Bureaucracy</p> <p>4.4. The Divisionalized Form</p> <p>4.5. The Adhocracy</p> <p>4.6. A Concluding Pentagon</p>

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
Mixed objective/subjective test	A1 B2 B3 B4 C1	2	0	2
Supervised projects	A1 B2 B3 B4 C1	27	76	103
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
Mixed objective/subjective test	
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 already done.
Seminar	Doubts, further explanations and follow-up of the 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.	85
Mixed objective/subjective test	A1 B2 B3 B4 C1	Students shall have to demonstrate the acquisition of theoretic and practical knowledge of this subject at a Mixed Test. Students may exempt themselves from taking the mixed test if they obtain a weighted average grade in the supervised works higher than 5.6 out of 10.	15

## Assessment comments



A) EVALUATION REGULATIONS:1. Assessment conditions: It is forbidden to access the exam / test / work room with any device that allows communication with the outside world and / or information storage. It is recalled that any student caught taking exams, assignments or tests through any fraudulent procedure will be assigned a grade of zero in the call.2. Identification of the student: The student must prove her identity in accordance with current regulations.B) TYPES OF RATING:1. Qualification of not presented: Corresponds to the student, when he only participates in evaluation activities that have a weighting of less than 20% on the final qualification, regardless of the qualification achieved.2. Part-time students should communicate with teachers. In these cases, teachers will assess the adaptation of the evaluation criteria.C) EVALUATION OPPORTUNITIES:1. First opportunity: the evaluation criteria indicated in this section will be applied.To pass this subject, students must carry out two group assignments during the semester and present them in class and a Mixed Test that may be exempted from doing it in case of passing the supervised assignments with an average grade higher than 5.6 out of 10.

The first work will have a weighting of 35% on the final grade.

The second work will have a weighting of 50% on the final grade. The Mixed Test will have a weighting of 15% on the final grade.

Students who achieve an average grade in the supervised works higher than 5.6 out of 10 may be exempted from taking the final exam.

The supervised group assignments are carried out throughout the course and it is not possible to carry them out outside the school period. All the members of the group must participate in the oral defenses of the group work.

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 any of the two works (the average mark of the students who obtain a mark lower 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 points. 2. Second opportunity: The evaluation criteria are the same for all evaluation opportunities.

Notwithstanding the foregoing, on the second opportunity, the following criteria are met in order to achieve full equality between both opportunities:In case of having passed one of the jobs, the grade obtained in it will be saved and only the one that has not been passed will have to be repeated. The following options are sought: ? Students who have not reached the minimum mark in work 1: they must carry out the same work that was assigned to them at the beginning of the course. ? Students who have not reached the minimum grade in work 2: they must contact the teacher of the subject to assign them a new organization on which to carry out the work (work 2 cannot be carried out on it organization chosen at the first opportunity). In the event that the organization has not yet been chosen, the chosen organization must be informed to the teacher.In case of not having passed either of the two jobs, both will be carried out under the conditions indicated above.The deadline for the delivery of the works will be four days before the date established in the official calendar of examinations of the second opportunity. The presentation and defense of the works will be done on the official date of the second chance exam.Delivery method: via email to the teacher of the subject.3. Early call: For those students who meet the requirements for access to the early test, the evaluation criteria will be the same as the normal calendar. Must deliver the work entrusted by the teachers of the subject. They should contact the Coordinator of the Subject to be assigned the corresponding work.D) OTHER EVALUATION REMARKSThe 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).It is considered that a student is within the continuous evaluation and, therefore, the previous evaluation scheme will be applied, if she did more than 20% of the assignments and practical cases commissioned. Therefore, if this student does not reach five, he will be "suspended" in the minutes of the matter.This evaluation system is maintained both for the first opportunity and for July.The guides for carrying out the supervised work or any other practice or exercise proposed by the teacher will be posted on the Moodle platform, sufficiently in advance.Any information, notice to students, etc. will hang 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 assignments are carried out throughout the course and it is not possible to carry them out outside the school period.All the members of the group responsible for their preparation will participate in the oral defenses of the group work.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 any of the two works (the average mark of the students who obtained a mark lower 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 10.1. The delivery of the documentary works carried out in this subject: A. It will be requested in virtual format and / or computer support B. It will be done through Moodle, in digital format without the need to print them2. The importance of ethical principles related to sustainability values in personal and professional behavior must be taken into account.3. Work will be done to identify and modify sexist prejudices and attitudes and the environment will be influenced to modify them and promote values of respect and equality.4. The full integration of students who, for physical, sensory, psychological or sociocultural reasons, experience difficulties to an adequate, equal and profitable access to university life will be facilitated.IMPORTANT NOTE EXCHANGE STUDENTS / BILATERAL AGREEMENT / ERASMUS / ...The deliveries of work will be established at the very beginning of the course.



<b>Basic</b>	- 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
<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

It is an eminently practical subject. Its development supposes an implication of the student in the accomplishment of the group works from the very beginning. It is highly recommended, as an apprenticeship, to always attend class and the oral presentations of all groups. Professors 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.