



22015 - ORGANISATIONAL DESIGN (2018-19)

General

Code: 22015

Lecturer responsible:

UBEDA GARCIA, MARIA MERCEDES

Credits ECTS:	6
Theoretical credits:	1,2
Practical credits:	1,2
Distance-base hours:	3,6

Departments involved

- **Dept:** COMPANY ORGANISATION
Area: COMPANY ORGANISATION
Theoretical credits: 1,2
Practical credits: 1,2
 This Dept. is responsible for the course.
 This Dept. is responsible for the final mark record.

Study programmes where this course is taught

- DOUBLE DEGREE IN LAW + ADE (DADE)
 Course type: COMPULSORY (Year: 3)
- DOUBLE DEGREE IN TOURISM AND BUSINESS ADMINISTRATION AND MANAGEMENT
 Course type: COMPULSORY (Year: 3)
- DEGREE IN BUSINESS ADMINISTRATION AND MANAGEMENT
 Course type: COMPULSORY (Year: 2)
- DOUBLE DEGREE IN COMPUTER ENGINEERING AND BUSINESS ADMINISTRATION
 Course type: COMPULSORY (Year: 2)

Competencies and objectives

Course context for academic year 2018-19

The aim of the Degree in Business Administration and Management is to produce professionals who can perform management, consultancy and evaluation tasks in organizations involved in production. These tasks may be carried out within the overall scope of the organization or in any of its functional areas: production, human resources, financing, marketing, administration or accounting.

Graduates should understand how the functions of these areas relate to the general aims of the production unit and how these aims fit into the overall economic context, and be able to contribute to corporate operations and the improvement of results. Specifically, they should be able to identify and anticipate opportunities, assign resources, organize information, select and motivate personnel, take decisions, attain their proposed objectives and evaluate results.

In regards to the subject "Organizational Design", students are to understand the different theories in the field of organizational structure and their application to organizational problem solving, to be able to analyze an organization's structural situation, to identify and understand a company's main structural strengths and weaknesses, and to provide solutions for its structural problems and issues.

Course content (verified by ANECA in official undergraduate and Master's degrees)

General Competences (CG)

- **CG1** : Capacity to find and analyse information.
- **CG2** : Capacity to work in a team.
- **CG3** : Capacity for self-learning.
- **CG4** : Apply professional criteria based on using technical instruments to analyse problems.
- **CG5** : Capacity to make decisions by putting theoretical knowledge into practice.
- **CG6** : Obtain important information that is impossible for non-professionals to recognise from the data.
- **CG7** : Ethical commitment and social responsibility at work, respecting the environment, being aware of and understanding the importance of respecting Fundamental Rights, Equal Opportunities for Men and Women, Universal Accessibility for the Disabled and respect for the Values of Peaceful Culture and Democratic Values.
- **CG8** : Analyse problems using critical reasoning, without prejudices, precisely and rigorously.
- **CG9** : Capacity to synthesise.

General Competences acquired at University of Alicante (CGUA)

- **CGUA3** : Capacity for oral and written communication.

Specific Competences (CE)

- **CE1** : Manage and administrate a small, medium or large company, understanding its competitive and institutional positioning and identifying its strengths and weaknesses.
- **CE10** : Know how to use different technical instruments for the analysis of operations and assimilate the main theories of organisations to be able to analyse a company in its context.

Exclusive skill taught in this course

No data

Learning outcomes (Training objectives)

No data

Specific objectives stated by the academic staff for academic year 2018-19

1. To analyze the structural situation of a company.
2. To identify and understand the main structural strengths and weaknesses of a company.
3. To understand a number of different theories in the field of organizational structure and their application to organizational problem solving.
4. To be able to provide viable solutions for given cases.

Complementary objectives:

5. To understand the concept of organization, organizational structure and organizational design.
6. To be able to make decisions related to the effective design of an organizational structure.

Content and bibliography

Content for academic year 2018-19

Unit 1. Basic concepts: designing and structuring organizations

- The concept of organization
- Methodological evolution of organizational thinking
- The design of the organization
- The essence of structure

Unit 2. How the organization functions

- Coordinating mechanisms
- Basic parts of the organization
- The organization as a system of flows
- The machine and the organic model

Unit 3. The position design parameters

- Job specialization
- Behavior formalization
- Training and indoctrination
- Job analysis

Unit 4. The structure design parameters

- Horizontal differentiation
- Unit grouping criteria
- Vertical differentiation
- Unit size

Unit 5. The design of lateral linkages

- Planning and control systems
- Liaison devices
- Vertical and horizontal centralization and decentralization

Unit 6. The contingency factors I

- Age
- Size
- Technical system

Unit 7. The contingency factors II

- Environment
- Power
- Strategy

Unit 8. Organizational policies

- Leadership
- Motivation
- Communication
- Organizational culture

Unit 9. Structural configurations

- An introduction to structural configurations
- The simple structure
- The functional structure
- The divisionalized form
- The matrix organization
- The network structure

Assessment

Assessment procedures and criteria 2018-19

The evaluation of the learning process will follow a continuous assessment scheme complemented with a final exam, which will account for 60% and 40% of the final grade respectively.

The continuous assessment scheme will have three parts:

- Theoretical exams 1 and 2 (25% of the final grade each): these exams will evaluate the theoretical knowledge acquired by the student in units 1-5 (first test, these contents are also included in the second exam) and units 1-9 (second test). For these marks to be added to the final mark, the student will need to score at least 3.5 points (out of 10) in both exams. A student who failed any of these exams will not have the chance to re-take them.
- Practical cases and homework to hand in: the practical knowledge will be evaluated on the basis of a portfolio of study cases and other works to be solved in teams, which will be handed in timely and in due form. This portfolio will provide up to 10% of the final mark, and will be considered for both June and July calls.
- Final exam (June-C3 call): A written, practical exam will account for 40% of the final mark of the student. For this grade to be added to the final grade, the student should score at least a 3.5 out of 10.

The total grade of the student will be calculated as follows, subject to the achievement of the minimum scores of the second test and the final exam:

Marks exam 1 (25%) + marks exam 2 (25%) + marks portfolio (10%) + marks final exam (40%).

If a student has not achieved the minimum scores of 3.5 points /10 in theoretical exams or the final exam, their final grade will be the lowest number between their total mark and 4.5 (Criteria set by the Business Faculty).

Extraordinary calls (C4-July): The student must sit one exam covering the contents of the subject. This exam will have two parts, a theoretical exam for the theory and a case study for the practical knowledge. The maximum grade will be 9 points. The total grade of the student will be the sum of the grade of this exam and the grade of the portfolio.

Description	Criteria	Type	Weighting system
Delivery of exercises	Execution and delivery of a portfolio of study cases and group work that will evaluate the practical contents of all topics.	ACTIVITIES OF EVALUATION DURING THE SEMESTER	10

Objective test 1 (Theoretical exam)	Conduct a test on the content of topics 1 to 5.	ACTIVITIES OF EVALUATION DURING THE SEMESTER	25
Objective test 2 (Theoretical exam)	Conduct a test on the content of topics 1 to 9	ACTIVITIES OF EVALUATION DURING THE SEMESTER	25
Final test	Conduct a practical (case) of all topics.	FINAL TEST	40

Official exam dates for academic year 2018-19

Exam session	Date	Time	Group - Classroom(s) allocated	Comments
(C1) Pruebas extraordinarias de finalización de estudios	08/10/2018			
(C3) Periodo ordinario para asignaturas de segundo semestre y anuales	13/06/2019			
(C4) Pruebas extraordinarias para asignaturas de grado y máster	10/07/2019			

