

**Business organization**

Code: 104680  
ECTS Credits: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management	OT	4	0

The proposed teaching and assessment methodology that appear in the guide may be subject to changes as a result of the restrictions to face-to-face class attendance imposed by the health authorities.

**Contact**

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**Use of Languages**

Principal working language: catalan (cat)  
Some groups entirely in English: No  
Some groups entirely in Catalan: Yes  
Some groups entirely in Spanish: No

**Prerequisites**

It is recommended to have passed the courses Strategic Management I and II.

**Objectives and Contextualisation**

The course is focused on organizational design, which is an important managerial task. The main objective is to provide students with a solid conceptual and practical understanding of how to design various types of organizations.

By the end of this course, students should be able to:

- Show an understanding of the main approaches to organizations.
- Identify the determinants and dimensions of organizational design.
- Analyse the different organizational forms and structures.
- Design jobs according to the characteristics of the organization.

**Competences**

- Act with ethical responsibility and respect for fundamental rights and duties, diversity and democratic values.
- Capacity for adapting to changing environments.
- Capacity for oral and written communication in Catalan, Spanish and English, which enables synthesis and oral and written presentation of the work carried out.
- Demonstrate knowledge of the processes for the implementation of company strategies.
- Identify company competition, how they interact among themselves and the optimum strategies that can be drawn up in each case to stimulate competitiveness.
- Lead multidisciplinary and multicultural teams, implementing new projects and coordinating, negotiating and managing conflicts.
- Make changes to methods and processes in the area of knowledge in order to provide innovative responses to society's needs and demands.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.

- Students can apply the knowledge to their own work or vocation in a professional manner and have the powers generally demonstrated by preparing and defending arguments and solving problems within their area of study.
- Take decisions in situations of uncertainty, demonstrating an entrepreneurial and innovative attitude.
- Transmit company, department or work objectives clearly.

## Learning Outcomes

1. A capacity of oral and written communication in Catalan, Spanish and English, which allows them to summarise and present the work conducted both orally and in writing.
2. Adapt the formulation and implementation of strategies to different settings, family companies or recently-created companies.
3. Analyse a situation and identify points for improvement.
4. Apply the processes of formulating strategies to specific cases.
5. Assess the effect of different strategies on the competitiveness of a company.
6. Back up business strategy decisions.
7. Capacity to adapt to changing environments.
8. Classify the different ways in which a company can compete.
9. Critically analyse the principles, values and procedures that govern the exercise of the profession.
10. Draft business plans.
11. Explain the explicit or implicit code of practice of one's own area of knowledge.
12. Identify situations in which a change or improvement is needed.
13. Lead multidisciplinary and multicultural teams, implement new projects, coordinate, negotiate and manage conflicts.
14. List the basic stages and processes in the formulation and implementation of a business strategy.
15. List the main competitors of a company.
16. Make decisions in situations of uncertainty and show an enterprising and innovative spirit.
17. Organise work, in terms of good time management and organisation and planning.
18. Propose new experience-based methods or alternative solutions.
19. Propose new ways to measure success or failure when implementing ground-breaking proposals or ideas.
20. Propose projects and actions in accordance with the principles of ethical responsibility and respect for fundamental rights, diversity and democratic values.
21. Relate business strategy to the objectives of the company and its breakdown into departments or units.
22. Select and generate the information needed for each problem, analyse it and make decisions based on this information.
23. Students can apply the knowledge to their own work or vocation in a professional manner and have the powers generally demonstrated by preparing and defending arguments and solving problems within their area of study.
24. Weigh up the impact of any long- or short-term difficulty, harm or discrimination that could be caused to certain persons or groups by the actions or projects.
25. Weigh up the risks and opportunities of one's own ideas for improvement and proposals made by others.

## Content

### 1. The study of organizations

Concept of organization and evolution of organizational thinking. Main theoretical approaches (economic, social and strategic perspectives).

### 2. Organizational design

Characteristics of the organizational structure (differentiation and integration of activities, dimensions of the structure). Determinants of the organizational structure (external environment, technology, firm size and age, organizational strategy).

### 3. Organizational forms

Organizational structures and configurations (simple, functional, divisional, matrix, others). New organizational forms (hypertext, digital, shamrock, network, others).

### 4. Job design

Job characteristics and job design methods (simplification, enlargement, turnover, enrichment, others). New ways of organizing work (teamwork, smart working, others).

## Methodology

The type of teaching methodology planned for the subject is on-campus (face-to-face or person to person in the classroom).

In order to achieve the course objectives, the following methodologies will be used:

1. Theoretical lectures.
2. Discussion of exercises and cases.
3. Practical activities about organizations.
4. Tutoring support.

The proposed teaching methodology may undergo some modifications according to the restrictions imposed by the health authorities on on-campus courses.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Case studies and activities	17	0.68	3, 1, 6, 12, 17, 25, 18, 22
Master classes	32.5	1.3	3, 1, 6, 12, 17, 25, 18, 22
Type: Supervised			
Tutorials	10	0.4	3, 1, 6, 12, 17, 25, 18, 22
Type: Autonomous			
Studying and solving cases and exercises	90.5	3.62	3, 1, 6, 12, 17, 25, 18, 22

## Assessment

### *Evaluation activities*

The final grade of the course will be computed as the weighted average of the marks obtained in: (1) a final exam, which will account for 50% of the grade, (2) the participation and delivery of exercises and cases during the course, which will weigh 25%, and (3) a group presentation of a real case, which will account for 25%. If the grade of the exam is less than 3.5, the student will not pass the course.

If the weighted average grade is equal to or greater than 5, the student will pass the course. If this average is less than 3.5, the student will not pass the course. If the average is equal to or greater than 3.5 and less than 5, the student will have the chance to retake the assessment. The teachers will decide on the type of retake. If the student passes the retake, the final mark will be 5.

Students will be considered as Non-evaluable when they do not participate in any of the assessment activities.

### *Calendar of evaluation activities*

The dates of the evaluation activities (midterm exams, exercises in the classroom, assignments, ...) will be announced well in advance during the semester.

The date of the final exam is scheduled in the assessment calendar of the Faculty.

"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity." Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB). Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an Application for exams' reschedule

[https://eformularis.uab.cat/group/deganat\\_feie/application-for-exams-reschedule](https://eformularis.uab.cat/group/deganat_feie/application-for-exams-reschedule)

### *Grade revision process*

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

### *Retake Process*

"To be eligible to participate in the retake process, it is required for students to have been previously been evaluated for at least two thirds of the total evaluation activities of the subject." Section 3 of Article 112 ter. The recovery (UAB Academic Regulations). Additionally, it is required that the student to have achieved an average grade of the subject between 3.5 and 4.9

The date of the retake exam will be posted in the calendar of evaluation activities of the Faculty. Students who take this exam and pass, will get a grade of 5 for the subject. If the student does not pass the retake, the grade will remain unchanged, and hence, student will fail the course.

### *Irregularities in evaluation activities*

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, "in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0". Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).

The proposed evaluation activities may undergo some changes according to the restrictions imposed by the health authorities on on-campus courses.

## **Assessment Activities**

Title	Weighting	Hours	ECTS	Learning Outcomes
Case study presentation	25%	0	0	2, 9, 3, 4, 5, 7, 1, 8, 10, 15, 14, 11, 6, 12, 13, 17, 25, 16, 18, 19, 20, 23, 21, 22, 24
Course work	25%	0	0	2, 9, 3, 4, 5, 7, 1, 8, 10, 15, 14, 11, 6, 12, 13, 17, 25, 16, 18, 19, 20, 23, 21, 22, 24
Exam	50%	0	0	2, 9, 3, 4, 5, 8, 10, 15, 14, 11, 6, 12, 25, 18, 19, 20, 23, 21, 24

## **Bibliography**

Basic materials will be available at the Campus Virtual.

### *Main bibliography:*

Jones, G. (2013): Organizational theory. Design and change. Pearson, 7th edition.

### *Secondary bibliography:*

Burton, R.M., Obel, B.; Hakonsson, D.D. (2015): Organizational Design. A Step-by-Step Approach. Cambridge University Press, 3rd edition.

Hodge, B.J., Anthony, W.P., Gales, L.M. (2003): Organization theory: a strategic approach. Prentice Hall.

Schafer, Korotov (2014). ESMT case study. France Telecom. Available at:  
<https://hbsp.harvard.edu/product/ES1492-PDF-SPA?Ntt=france%20telecom>

## **Software**

Basic Microsoft Office package (Word and Power point)