

## Business organization

Code: 104680  
ECTS Credits: 6

**2025/2026**

Degree	Type	Year
Business Administration and Management	OT	4

### Contact

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### Teaching groups languages

You can view this information at the [end](#) of this document.

### 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). Organizational efficacy and business models.

### 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. Organizational culture.

### 4. Job design

Job characteristics and job design methods. Organizational change.

## Activities and Methodology

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	87	3.48	3, 1, 6, 12, 17, 25, 18, 22

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.

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.

## Assessment

### Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Case study presentation	10%	1.5	0.06	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	10%	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 1	40%	1	0.04	2, 9, 3, 4, 5, 8, 10, 15, 14, 11, 6, 12, 25, 18, 19, 20, 23, 21, 24
Exam 2	40%	1	0.04	2, 3, 4, 5, 8, 10, 15, 14, 11, 6, 12, 25, 18, 19, 20, 23, 21, 24

### *Evaluation activities*

The final grade for the course will be the weighted average of 4 grades:

1. Partial exam 1 (date published in the Faculty calendar). Halfway through the course, a test will be given on the contents of the first part of the course. The grade will represent 40% of the final grade for the course. This test will be liberating for students who obtain a grade of 4.9 or higher.
2. Partial exam 2 (date published in the Faculty calendar). The student will be evaluated based on the contents of the second part of the course, which they will be able to pass if they obtain a grade of 4.9 or higher. The grade will represent 40% of the final grade for the course. On the same date as the final exam, an additional test will be given to students who have not passed the evaluation activity in the previous point. The latter will be passed if a grade equal to or higher than 4.9 is obtained.
3. Course monitoring through discussion and submission of cases. The grade will represent 10% of the final grade for the course.
4. Group presentation of a real case. The grade will represent 10% of the final grade for the course.

To pass the subject, it is necessary to obtain a minimum grade of 4.9 in the weighted average of the four grades that make up the course evaluation (see points 1, 2, 3 and 4 above). It will be a necessary condition to be able to carry out this weighted sum that the grade obtained in both partial exam 1 and partial exam 2 (including the retake exam for partial 1) is equal to or greater than 4.9. In the event of obtaining a grade lower than 4.9 in the retake exam for partial 1 or partial exam 2, the student will fail the subject. If the course average is less than 3.5, the student will fail the subject without the right to retake. If the average is equal to or greater than 3.5 and less than 5, the student will have the right to retake. The subject teachers will decide the type of retake. In the event of passing the retake, the final grade will be a 5.

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

This subject/module does not offer the option for comprehensive evaluation.

### *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 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).

## **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.

Solórzano-García, M. and Marco-Navío, J. (2024): Diseño y cambio organizativo: Fundamentos y nuevos enfoques. Editorial Universitaria Ramon Areces, 2nd edition.

## **Software**

Basic Microsoft Office package (Word and Power point)

## **Groups and Languages**

Please note that this information is provisional until 30 November 2025. You can check it through this [link](#). To consult the language you will need to enter the CODE of the subject.

Name	Group	Language	Semester	Turn
(PAUL) Classroom practices	1	Catalan	second semester	morning-mixed
(TE) Theory	1	Catalan	second semester	morning-mixed

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