



BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION

Subject	Organization and design	Code	802281
Module	Business Organization	Materia	Organization and Human Resources
Character	Compulsory		
Credits	6	Compulsory attendance	2.7
		Non-compulsory	3.3
Year	Second	Semester	4

Department	ORGANIZACIÓN DE EMPRESAS Coordinator: Isabel Sánchez Quirós
Professor	E-mail
Gonzalo Marugán	gmarugan@ccee.ucm.es

SYNOPSIS

BRIEF DESCRIPTOR
This subject offers an updated vision of the basic principles of organizational theory. It therefore gives special attention to all aspects related to business structural design and business human behaviour . .
PRE-REQUISITES
Not applicable
OBJECTIVES
Specific goals of this subject are those related to training and learning of the theoretical knowledge that is linked essentially with the following two fields:



- the business concept and its relationship with its economic context, whether this context is national, international, ...
- methods and technics in Business Organization

COMPETENCES

Cross-sectional: CG1, CG2, CG3, CG4

General: CT1, CT2, CT4, CT5

Specific: CE1, CE2, CE3, CE4, CE7

LEARNING METHODOLOGY

A mixed methodology of teaching and learning will be used in all educational activities with the aim of encouraging students to develop a collaborative and cooperative attitude in the pursuit of knowledge.

TOPICS COVERED

(Syllabus)

PART I: INTRODUCTION

Introduction.- Program advance

Areas covered
Today's Challenges
Methodology

Chapter 1.- Studying Organizations.

- 1. *Organizations and it's study.***
 - 1.1.- Concept of organization.
 - 1.2.- Typologies.
 - 1.3.- Organizations relevance.
- 2. *Organizational perspectives***
 - 2.1. Organizations as open systems
 - 2.2. Organizational configuration
- 3. *Dimensions of organization design***
 - 3.1. Structural dimensions
 - 3.2. Environmental dimensions
 - 3.3. Performance and results
- 4. *Organization theory and Design***
 - 4.1. Theory versus design
 - 4.2. Theory and history
 - 4.3. Contemporary organizational design
 - 4.4. Efficient performance and the learning rganization



PART II: ORGANIZATIONAL PURPOSE AND ORGANIZATION DESIGN PRINCIPLES

Chapter 2.- Organizational purpose

- 1. *From strategic management to organizational design***
- 2. *Organization's purpose and objectives***
 - 2.1. Organization's mission
 - 2.2. Organization's objectives
 - 2.3. Goals' importance
- 3. *The Relationship between competitive strategy and organization design***
 - 3.1. Porter's competitive strategies
 - 3.2. Miles' and Snow's competitive strategies
 - 3.3. Competitive strategies effects on design
 - 3.4. Other factors affecting organization design
- 4. *Efficiency measurement***
- 5. *Contingent views to measure efficiency***
 - 5.1. Objectives view.
 - 5.2. Resources view.
 - 5.3. Internal processes view.
- 6. *Integrating the different views: The competing values approach.***

Chapter 3.- Core principles of organization structure and it's design

- 1. *Organization structure***
- 2. *The perspective on information processing***
 - 2.1. Vertical information links
 - 2.2. Horizontal information links
- 3. *Structure's global design***
 - 3.1. Activities done
 - 3.2. Subordination relationships
 - 3.3. Department grouping
- 4. *Methods of structural grouping***
 - 4.1. Functional structure: simple and amplified
 - 4.2. Divisional structure
 - 4.3. Spatial structure
- 5. *Structure's evolution***
 - 5.1. The matrix structure
 - 5.2. The horizontal structure
 - 5.3. The virtual net structure
 - 5.4. The hybrid structure
- 6. *Structural design applications***

PART III: EXTERNAL AND INTERNAL DESIGN ELEMENTS

Chapter 4.- The environment and organization design

- 1. *Business activities domain***



- 1.1. Task's context
- 1.2. General context
- 1.3. Internacional context
- 2. *Uncertainty: information needs and resources needs***
 - 2.1. Uncertainty dimensions
 - 2.2. Uncertainty measurement model
- 3. *Organization design response to environmental information needs***
 - 3.1. Departments and jobs
 - 3.2. Differentiation and integration
 - 3.3. Planning, control and prognosis
 - 3.4. From the mechanical process to the organic process.
 - 3.5. Contingencies uncertainty / organizational responses model
- 4. *Organizational design response to resources dependency***
 - 4.1. Controlling the links between organizations
 - 4.2. Control over activities' domain
- 5. *Relationship between environmental characteristics and organizational actions.***

Chapter 5.- Internal design elements: Poduction and information technologies

- 1. *Technology for production and service organizations***
- 2. *Work-flow interdependencies: Departaments and jobs***
 - 2.1. Tipes of interdependency and implications
 - 2.2. Jobs design and socio-technical sytems
- 3. *Information technologies and organization design***
 - 3.1. Information for decision-making and control
 - 3.2. Internal coordination information
 - 3.3. Industrial relations information
- 4. *Information technologies effect on organization design***

Chapter 6.- Internal design elements: Size, life-cicle and decline

- 1. *The importance of size to organization design***
 - 1.1. Pressures for growth
 - 1.2. The growth dilema
- 2. *Organizational evolution: Growth and change***
 - 2.1. Stages of organizational development.
 - 2.2. Organizational growth characteristics.
- 3. *Burocracy versus organizational flexibility***
 - 3.1. Burocracy and burocratic control
 - 3.2. Flexibility and market control
- 4. *Organizational decline and downsizing***
 - 4.1. Causes and stages of organizational decline
 - 4.2. Downsizing strategy

PART IV: DYNAMIC PROCESSES IN THE ORGANIZATION



Chapter 7.- Organization culture and ethic values

- 1. *Culture in the organization context***
 - 1.1. Culture and it's effects on the organization
 - 1.2. Culture and it's effects on the organization design
 - 1.3. Culture, learning and performance
- 2. *Ethic values and social responsibility***
 - 2.1. Sources of individual ethical principles
 - 2.2. Sources of organizational ethical principles
- 3. *Culture and ethics***
 - 3.1. Values-based leadership
 - 3.2. Formal structure and systems
 - 3.3. Corporate culture and ethics in a global world

Chapter 8.- Innovation and change in the organization

- 1. *The strategic role of change***
 - 1.1. Incremental change and radical change
 - 1.2. Strategic types of change
 - 1.3. Requirements in order to change
- 2. *Types of change: Technology change***
 - 2.1. Exploration and exploitation of changes
 - 2.2. Techniques for encouraging change
- 3. *Types of change: Changes in products and services***
 - 3.1. Requirements for success
 - 3.2. Departaments coordination
 - 3.3. Time-based competence
- 4. *Types of change: Strategy and structure change***
 - 4.1. Organizational change and technical change
 - 4.2. Organizational design for implementing management change
- 5. *Types of change: Cultural change***
 - 5.1. Strengths for cultural change
 - 5.2. Organization development in cultural change
- 6. *Strategies for implementing change***

Chapter 9.- Conflict, power and politics

- 1. *Intergroup conflict***
 - 1.1. Conflict and it's sources
 - 1.2. Rational model and political model
- 2. *Power in the organization***
 - 2.1. Individual power and organizational power
 - 2.2. Sources of power in the organization
- 3. *Polítical pocesses in the organization***
 - 3.1. Politics and organizations
 - 3.2. Political behaviour rules of implementation
- 4. *Using power, polítics and collaboration***



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- 4.1. Tactics for increasing power
- 4.2. Political tactics for using power
- 4.3. Tactics for enhancing collaboration

TEACHING ACTIVITIES	% OF TOTAL CREDITS	ATTENDANCE
Lectures	20%	100%
Classes	20%	75%
Tutorials	6%	100%
Assessment activities	4%	100%
Homeworks and class assignments	20%	0%
Time to study	30%	0%



ASSESSMENT		
Exams	Weight on Final grade	55%
There will be one final exam to test the knowledge of chapters 1-9.		
Group work	Weight on Final grade	25%
Group work will be evaluated based resolution of the workbooks proposed at the end of every chapter.		
Problem-solving	Weight on Final grade	15%
The problems to be solved appear as practical cases at the end of every chapter.		
Participating in class	Weight on Final grade	5%
Every professor will elaborate a "Subject Memoir" so as to register in a daily basis the students participation in class.		
EVALUATION CRITERIA		
<p>Class attendance and continuous assessment. The assessment of the student's work both inside and outside the classroom is continuous. The activities to be carried out both inside and outside the classroom are clearly established. See "Timetable". The professor will provide frequent evaluations of student progress.</p> <p>Attending classes on-time and for the full period of the class is compulsory. After the first month and a half attendance (performing practical activities of the subject), the student is deemed to follow the system of continuous assessment. If the student follows the continuous assessment, the final grade will be that obtained from applying the criteria set in the course tab, even if he/she does not sit for the final ordinary exam. If the student decides not to follow the continuous assessment and does not sit for the final ordinary exam, the rating will be NP (Not Evaluated). In the extraordinary exam, if the student does not sit for the exam, the rating will be NP (Not Evaluated), regardless whether he/she followed the continuous assessment. In the case the student sits for the exam, the grade will be the result of applying the evaluation criteria set in the course tab.</p> <p>Continuous assessment in the extraordinary examination: in case one student has failed the ordinary examination, having attended the final exam and participated in the continuous assessment, the mark to be considered as continuous assessment for that extraordinary examination will be the final mark obtained in the ordinary examination.</p> <p>Groups. Changes of group are not permitted.</p> <p>Exam. The final exam (ordinary and extraordinary) will be carried out in the date and place officially stated by the Dean's Team. To qualify the whole subject as passed the student will have to obtain at least 5 points on the final</p>		



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test.

Tutorials. The times for tutorials are published in the Department Notice Board as well as in the website.

Basic Rules for Students: Duties. Studying, Attendance to lectures, Responsible participation and cooperation to meet the subject goals.



SCHEDULE

Week	Theme	Tasks in classroom and workshop	Tasks outside
1st	<p>Introduction.- Program preview <i>Areas covered, Today's Challenges, Methodology</i></p> <p>Chapter 1.- Studying Organizations <i>Organizations and its study. Organizational perspectives</i> <i>Dimensions of organization design. Organization theory and Design.</i></p>		<ul style="list-style-type: none"> • Prepare 3rd week workshop ○ Workbook ○ Case analysis
2nd	<p>Chapter 2.- Organizational purpose_ <i>From strategic management to organizational design. Organization's purpose and objectives. The Relationship between competitive strategy and organization design. Efficiency measurement. Contingent views to measure efficiency. Integrating the different views: The competing values approach.</i></p>		<ul style="list-style-type: none"> • Prepare 3rd week workshop <ul style="list-style-type: none"> ○ Workbook • Review themes 1 and 2
3rd	<p>Chapter 3.- Core principles of organization structure and its design <i>Organization structure. The perspective on information processing.</i> <i>Structure's global design. Methods of structural grouping.</i> <i>Structure's evolution. Structural design applications.</i></p>	<ul style="list-style-type: none"> • Workshop : <ul style="list-style-type: none"> ○ Workbook ○ Case analysis 	<ul style="list-style-type: none"> • Prepare workshop <ul style="list-style-type: none"> ○ Study case
4th	<p>Chapter 3.- Core principles of organization structure and its design <i>Organization structure. The perspective on information processing.</i> <i>Structure's global design. Methods of structural grouping.</i> <i>Structure's evolution. Structural design applications.</i></p>		<ul style="list-style-type: none"> • Prepare 5th week workshop <ul style="list-style-type: none"> ○ Workbook



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5 th	Chapter 4.- The environment and organization design <i>Business activitie domain.Uncertainty: information needs and resources needs.Organizational design response to environmental information needs Organizational design response to resources dependency.Relationship between environmental characteristics and organizational actions.</i>	<ul style="list-style-type: none">• Workshop :<ul style="list-style-type: none">○ Workbook○ Case analysis	<ul style="list-style-type: none">• Review theme 3
6 th	Chapter 4.- The environment and organization design <i>Business activitie domain.Uncertainty: information needs and resources needs.Organizational design response to environmental information needs Organizational design response to resources dependency.Relationship between environmental characteristics and organizational actions.</i>		<ul style="list-style-type: none">• Prepare 7th week workshop<ul style="list-style-type: none">○ Workbook• Review theme 4
7 th	Chapter 5.- Internal design elements: Production and information technologies <i>Technology for production and service organizations. Work-flow interdependencies: Departaments and jobs. Information technologies and organization design. Information technologies effect on organization design</i>	<ul style="list-style-type: none">• Workshop :<ul style="list-style-type: none">○ Workbook○ Case analysis	<ul style="list-style-type: none">• Prepare 9th week workshop<ul style="list-style-type: none">○ Study case• Review theme 5
8 th	Chapter 6.- Internal design elements: Size, life-cicle and decline <i>The importance of size to organization design. Organizational evolution: Growth and change. Burocracy versus organizational flexibility. Organizational decline and downsizing</i>		<ul style="list-style-type: none">• Prepare 9th week workshop<ul style="list-style-type: none">○ Workbook
9 th	Chapter 7.- Organization culture and ethic values <i>Culture in the organizational context. Ethic values and social responsibility. Culture and ethics</i>	<ul style="list-style-type: none">• Workshop :<ul style="list-style-type: none">○ Workbook○ Case analysis	<ul style="list-style-type: none">• Prepare 9th week workshop<ul style="list-style-type: none">○ Study case• Review themes 6 and 7
10 th	Chapter 8.- Innovation and change in the organization		<ul style="list-style-type: none">• Prepare 12th week workshop



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11 th	<i>The strategic role of change. Types of change: Technology change. Types of change: Changes in products and services. Types of change: Strategy and structure change. Types of change: Cultural changes. Strategies for implementing change</i>	<ul style="list-style-type: none">○ Workbook● Prepare 12th week workshop<ul style="list-style-type: none">○ Study case
12 th	Chapter 8.- Innovation and change in the organization <i>The strategic role of change. Types of change: Technology change. Types of change: Changes in products and services. Types of change: Strategy and structure change. Types of change: Cultural changes. Strategies for implementing change</i>	<ul style="list-style-type: none">● Workshop :<ul style="list-style-type: none">○ Workbook○ Case analysis● Review theme 8
13 th	Chapter 9.- Conflict, power and politics <i>Intergroup conflict. Power in the organization. Political processes in the organization. Using power, politics and collaboration</i>	<ul style="list-style-type: none">● Review theme 9
14 th	Integrative cases	<ul style="list-style-type: none">● Integrative cases review

Tests timetable.



RESOURCES

BASIC BIBLIOGRAPHY

DAFT, R. (2008): *Organizational Theory and Design*. Mexico: Cengage Learning.
HODGE, B. J.; ANTHONY, W. P. y GALES, L. M. (2003): *Organization Theory: A Strategic Approach*. Prentice Hall.
MINTZBERG, H. (1992): *Structure in Fives: Designing Effective Organizations*. Prentice Hall.

COMPLEMENTARY BIBLIOGRAPHY

HANNAGAN, T. J. (2005): *Management: Concepts and Practices*. Prentice Hall.
JONES, G. R. (2009): *Organizational theory, design & change*. Pearson.
ROBBINS, S. P. (1990): *Organization Theory: Structure, design and applications*. Prentice Hall.

The use of the "Virtual Campus" tool becomes very useful and necessary to develop the subject (Slides, Comprehensive Cases, Experiential Cases, Videos, ...).