



Universidad de Jaén

FACULTY OF SOCIAL AND LEGAL SCIENCES

Design and Functioning of Organisations

2024-2025

Grado en Administración y dirección de empresas
Grado en Administración y Dirección de Empresas / Bachelor's Degree in Business
Administration and Management

CAREA

[Acceso Mayores 40](#)[Guías docentes UJA](#)[Horarios de tutorías](#)[Llamamientos PAU](#)[Movilidad \(Coordinador\)](#)[P.O.D.](#)[Solicitud bilingüismo](#)

Syllabus 2024-25 - 11122013 - Design and Functioning of Organisations (Diseño y funcionamiento de la organización)

Caption

- Level 1: Tutorial support sessions, materials and exams in this language
- Level 2: Tutorial support sessions, materials, exams and seminars in this language
- Level 3: Tutorial support sessions, materials, exams, seminars and regular lectures in this language

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DEGREE:

Grado en Administración y dirección de empresas

FACULTY:

FACULTY OF LAW AND SOCIAL SCIENCES

ACADEMIC YEAR:

2024-25

COURSE:

Design and Functioning of Organisations

SYLLABUS

1. COURSE BASIC INFORMATION

NAME: Design and Functioning of Organisations

CODE: 11122013

ACADEMIC YEAR: 2024-25

LANGUAGE: English

LEVEL: 3

ECTS CREDITS: 6.0

YEAR: 3

SEMESTER: PC

2. LECTURER BASIC INFORMATION

NAME: ROLDÁN BRAVO, M^a ISABEL

DEPARTMENT: U136 - ORG. DE EMPRESAS, MÁRKETING Y SOCIOLOGÍA

FIELD OF STUDY: 650 - ORGANIZACIÓN DE EMPRESAS

OFFICE NO.: D3 - 107

E-MAIL: mrbravo@ujaen.es

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WEBSITE: -

ORCID: -

LANGUAGE: -

LEVEL: 3

3. CONTENT DESCRIPTION

Part 1. Organization design

Unit 1. Basic parts of the organization

- 1.1. Introduction: Organization function and structure
- 1.2. Organizations' coordinating mechanisms
- 1.3. Basic parts of the organization
- 1.4. The organization as a system of flows

Unit 2. The design parameters

- 2.1. Introduction
- 2.2. Design of Positions: Job specialization
- 2.3. Design of Positions: Behavior formalization
- 2.4. Design of Positions: Training and indoctrination

Unit 3. Differentiation and integration

- 3.1. Horizontal differentiation: Design of Superstructure
- 3.2. Unit grouping
- 3.3. Unit size
- 3.4. Vertical differentiation: Design of Decision-Making System
- 3.5. Control in decision making
- 3.6. Types of decentralization

3.7. Integration: Design of Lateral Linkages

Unit 4. The contingency factors

4.1. Introduction

4.2. The effective structuring of organizations

4.3. Age and size

4.4. Technical system

4.5. Environment

4.6. Power

Unit 5. Structural configurations

5.1. The simple structure

5.2. The machine bureaucracy

5.3. The professional bureaucracy

5.4. The divisionalized form

5.5. The adhocracy and new organizational forms

Part 2. Organizational functioning**Unit 6. Motivation, leadership and communication**

6.1. The applications of motivation in organizations

6.2. Leadership and management implications

6.3. Communication in management

Unit 7. Organizational dynamism

7.1. Strategies for managing organizational change

7.2. Resistance to change

7.3. Conflict management and negotiation in organizations

4. COURSE DESCRIPTION AND TEACHING METHODOLOGY

Specifically, the students will spend forty five hours in face to face theoretical activities with the professor and project based learning and fifteen hours in face to face practical activities with the professor, while another ninety hours should be devoted to self- taught learning process.

Students with special educational needs should contact the Student Attention Service (Servicio de Atención y Ayudas al Estudiante) in order to receive the appropriate academic support

5. ASSESSMENT METHODOLOGY

To pass the course, it will be necessary to obtain 5 points out of 10 as a result of adding the marks obtained in the theoretical exam and the practical activities elaborated along the course (the assessment system will be the same in the ordinary and extraordinary call).

It will be necessary to obtain 2,5 out of 5 points in the theoretical exam. Below this score, practical marks will not be considered. Regarding the realization of cases and/or individual and group work in practical classes, it will be necessary to deliver, at least, 80% of the proposed activities, with compulsory attendance to class, reaching a minimum score of 2,5 points (out of 5). This qualification will be valid in the ordinary and extraordinary call.

6. BOOKLIST ([Access the bibliography in the Library catalog](#))**MAIN BOOKLIST:**

- The structuring of organizations. Edition: -. Author: Mintzberg, Henry. Publisher: Prentice-Hall International ([Library](#))
- Structure in fives : designing effective organizations Henry Mintzberg. Edition: -. Author: Mintzberg, Henry. Publisher: Pearson Education, ([Library](#))

ADDITIONAL BOOKLIST:

- Organizational theory, design, and change Gareth R. Jones. Edition: 6th ed.. Author: Jones, Gareth R.. Publisher: Pearson Prentice Hall ([Library](#))

- Casos prácticos y actividades de Organización de Empresas. Edition: -. Author: Sánchez, G., Casado, M.A., De la Torre, J.M. y Martín Rojas, R.. Publisher: Avicam ([Library](#))
- Organization Theory & Design: An International Perspective. Edition: 4. Author: Hugh Willmott, Richard Daft, Jonathan Murphy. Publisher: Cengage Learning EMEA ([Library](#))

7. SUSTAINABLE DEVELOPMENT GOALS

Salud y bienestar

Educación de calidad

DETAILED INFORMATION

The contents of the course allow for the development of the SDG Health and Well-being by delving into topics such as motivation, leadership, and conflict management. On the other hand, the methodology to be followed, project-based learning, will contribute to the development of the SDG Quality Education.

8. VIRTUAL / CLASSROOM TEACHING SCENARIO

TEACHING METHODOLOGY AND FORMATIVE ACTIVITIES

FORMATION ACTIVITIES	FORMAT (PRESENTIAL/ONLINE)	TEACHING METHODOLOGY (DESCRIPTION)
A1. Exposure classes in large group	Face-to-face fork	45 sessions of participatory master classes, lasting one hour each, held in the classroom and broadcast by videoconference to the rest of the group.
M-3. Exposure classes in large group. Introductory activities.	50%-100%	Periodic rotation of students
A.2. Group practice classes	Face-to-face fork	15 sessions of practical classes (small groups of 50%, retransmission and student rotation), lasting one hour each. During the class, students will be offered the resolution of practical cases, and then the sharing of the solution proposed will take place.
M-6. Group practice classes: practice activities	50%-100%	
TUTORIAL	Presential + Online	Some tutorial sessions will be done in person and others online (synchronous and asynchronous) upon request by the students.

ASSESSMENT SYSTEM (Ordinary call)

EVALUATION TEST	FORMAT (PRESENTIAL/ ONLINE SYNCHRONOUS OR ASYNCHRONOUS)	DESCRIPTION	WEIGHT
THEORETICAL EXAM	Presential	Realization of theoretical written tests will be taken along the course (continuous assessment). It will be necessary to obtain a grade of 5/10, to add the rest of the grades (resolution of exercises or activities proposed by the teacher and the completion of individual or group work).	60%
EXERCISES, PRACTICAL CASES AND WORKS	Presential	Carrying out practical cases, exercises and works that will be subject to evaluation throughout the semester. The grade obtained in them will be maintained during all the calls of the academic year.	40%

ASSESSMENT SYSTEM (extraordinary call)

EVALUATION TEST	FORMAT (PRESENTIAL/ ONLINE SYNCHRONOUS OR ASYNCHRONOUS)	DESCRIPTION	WEIGHT
THEORETICAL EXAM	Presential	Realization of a theoretical written test. It will be necessary to obtain a grade of 5/10, to add the rest of the grades (resolution of exercises or activities proposed by the teacher and the completion of individual or group work).	60%
EXERCISES, PRACTICAL CASES AND WORKS	Presential	Carrying out practical cases, exercises and works that will be subject to evaluation throughout the semester. The grade obtained in them will be maintained during all the calls of the academic year.	40%

Those students who cannot follow the continuous assessment will have to contact the professor responsible for the subject (throughout the first two weeks of the semester), so that, once their circumstances are duly justified, they will analyze and select alternative ways of following the course.

RESOURCES: Technical means provided by the University to develop online teaching.

9. VIRTUAL TEACHING SCENARIO

TEACHING METHODOLOGY AND FORMATIVE ACTIVITIES

FORMATION ACTIVITIES	FORMAT (PRESENTIAL/ONLINE)	TEACHING METHODOLOGY
45 theory sessions on the contents of the program	Online	45 sessions of participatory master classes, one hour each, conducted by videoconference.
15 sessions of practical classes	Online	15 sessions of practical classes, conducted by videoconference.
TUTORIAL	Online	All tutoring sessions will be done online.

ASSESSMENT SYSTEM (Ordinary call)

EVALUATION TEST	FORMAT (PRESENTIAL/ ONLINE SYNCHRONOUS OR ASYNCHRONOUS)	DESCRIPTION	WEIGHT
THEORETICAL EXAM	Online	Realization of theoretical written tests will be taken along the course (continuous assessment). It will be necessary to obtain a grade of 5/10, to add the rest of the grades (resolution of exercises or activities proposed by the teacher and the completion of individual or group work).	60%
EXERCISES, PRACTICAL CASES AND WORKS	Online	Carrying out practical cases, exercises and works that will be subject to evaluation throughout the semester. The grade obtained in them will be maintained during all the calls of the academic year.	40%

ASSESSMENT SYSTEM (Extraordinary call)

EVALUATION TEST	FORMAT	DESCRIPTION	WEIGHT
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	(PRESENTIAL/ ONLINE SYNCHRONOUS OR ASYNCHRONOUS)		
THEORETICAL EXAM	Online	Realization of a theoretical written test. It will be necessary to obtain a grade of 5/10, to add the rest of the grades (resolution of exercises or activities proposed by the teacher and the completion of individual or group work).	60%
EXERCISES, PRACTICAL CASES AND WORKS	Online	Carrying out practical cases, exercises and works that will be subject to evaluation throughout the semester. The grade obtained in them will be maintained during all the calls of the academic year.	40%

RESOURCES: Technical means provided by the University to develop online teaching.

DATA PROTECTION CLAUSE (on line exams)

Institution in charge of data processing: Universidad de Jaén, Campus Las Lagunillas, s/n, 23071 Jaén

Data Protection Delegate: dpo@ujaen.es

Purpose: In accordance with the Universities Law and other national and regional regulations in force, carrying out exams and assessment tests corresponding to the courses students are registered in. In order to avoid frauds while sitting the exam, the exam will be answered using a videoconference system, being able the academic staff of the University of Jaén to compare and contrast the image of the person who is answering the exam with the student's photographic files. Likewise, in order to provide the exam with evidential content for revisions or claims, in accordance with current regulation frameworks, the exam will be recorded and stored.

Legitimacy: compliance with legal obligations (Universities Law) and other national and regional regulations currently in force.

Addressees: service providers who are the owners of the platforms where the exams are carried out and with whom the University of Jaén has signed the corresponding data access contracts.

Storage periods: those established in current in force regulations. In the specific case of exam videoconference recordings, not before the examination records and transcripts are closed or the exam can still be reviewed or challenged.

Rights: you can exercise your right of access, amendment, cancellation, opposition, suppression, limitation and portability by sending a letter to the postal or electronic address indicated above. In the event that you consider that your rights have been violated, you may submit a complaint to the Andalusian Council for Transparency and Data Protection www.ctpdandalucia.es

CLASS RECORDING CLAUSE PERSONAL DATA PROTECTION

Person in charge: Universidad de Jaén, Paraje Las Lagunillas, s/n; Tel.953 212121; www.ujaen.es

Data protection delegate (DPO): TELEFÓNICA, S.A.U. ; Email: dpo@ujaen.es

Procedure aim: To manage proper recordings of teaching sessions with the aim of facilitating learning process under a multimodal and/or online teaching

Period for record storage: Images will be kept during legal term according to regulations in force

Legitimacy: Data will be managed according to legal regulations (Organic Law 6/2001, December 21, on Universities) and given consent provided by selecting corresponding box in legal admission documents

Data recipients (transfers or assignments): Any person allowed to get access to every teaching modality

Rights: You may exercise your rights of access, rectification, cancellation, portability, limitation of processing, deletion or, where appropriate, opposition. To exercise these rights, you must submit a written request to the Information, Registration and Electronic Administration Service of the University of Jaén at the address above, or by e-mail to the address above. You must specify which of these rights you are requesting to be satisfied and, at the same time, you must attach a photocopy of your ID card or equivalent identification document. In case you act through a representative, legal or voluntary, you must also provide a document that proves this representation and identification. Likewise, if you consider that your right to personal data protection has been violated, you may file a complaint with the Andalusian Data Protection and Transparency Council www.ctpdandalucia.es

