

## Teaching guide

### Subject identification

<b>Subject</b>	21208 - Design of Organisations
<b>Credits</b>	1.8 de presencials (45 hours) 4.2 de no presencials (105 hours) 6 de totals (150 hours).
<b>Group</b>	Group 34, 2S, GATU (Campus Extens)
<b>Teaching period</b>	Second semester
<b>Teaching language</b>	English

### Professors

Lecturers	Horari d'atenció als alumnes					
	Starting time	Finishing time	Day	Start date	Finish date	Office
Eduard Alonso Paulí <a href="mailto:eduard.alonso@uib.es">eduard.alonso@uib.es</a>	15:00	16:00	Tuesday	12/09/2016	31/05/2017	DB003 (cita prèvia per e-mail)
Pau Balart Castro <a href="mailto:pau.balart@uib.cat">pau.balart@uib.cat</a>	18:00	19:30	Wednesday	15/09/2016	14/07/2017	DB007 (cita prèvia per email)

### Contextualisation

One of the main challenges of entrepreneurs, managers and any other agent running a firm is to establish the rules and coordination mechanisms that make the decision making process more efficient. Most of these rules and mechanisms are embedded in the organization design. Therefore, building the organizational architecture that better supports the organization's strategy is a key aspect of the managerial function. The Organizational Design course is aimed to provide the students with the knowledge, tools and abilities to develop the competences necessary to make such decisions. In order to develop the full potential of the students, the course combines theoretical concepts derived from Economics and Organization Theory, and seminars and applied methodologies to analyze particular case studies and stylized situations equivalent to the real world problems. The final goal of the course is that students could easily frame and define the particular situations and that provide the better suited answer.

### Requirements

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### Recommendable

The course does not demand full proficiency in any particular course. Nonetheless, it is recommended that students have obtained enough credits from the courses 'Introduction to business' and 'Operations and Production Management'.

### Skills

The course complements the generic and specific competences intended to develop a full understanding of organization and management.

### Specific

- \* Being able to evaluate the empowerment and decision delegation that better fits the firms' organization depending on their characteristics (CE2.2)..
- \* Being able to design performance appraisal mechanisms of the business units of a firm. (CE2.3)..
- \* Being able to understand the relationship among performance appraisal mechanisms and the design of incentives. (CE2.3).
- \* Being able to acquire and understand the criteria for task allocation and teamwork management. (CE2.3).

### Generic

- \* Being able to prioritize decisions in order to achieve organizational goals. (CG5)..
- \* Develop the ability to identify, gather and interpret the relevant data in order to make insights and pronounce her/him about social and scientific topics. (CG5)..

### Basic

- \* You may consult the basic competencies students will have to achieve by the end of the degree at the following address: <http://www.uib.eu/study/grau/Basic-Competences-In-Bachelors-Degree-Studies/>

### Content

The appropriate functioning of a firm requires establishing coherent criteria on the relationships among its stakeholders. The criteria include the allocation of tasks, the definition of responsibilities, and the authority that each and everyone in the organization have to make decisions and provide directions to other stakeholders. The goal of the course is to study such criteria using the analytic tools of economics and organization theory.

### Theme content

1. Introduction and key concepts.
2. Markets and firms. The vertical chain of production.
3. Subcontracting and incomplete contracts.
4. Vertical integration and agency problems.
5. Task allocation into business units.
6. Decision-making within the firm. Centralization and delegation of decisions.
7. Creation of work-groups.

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8. Performance evaluation.
9. Transfer pricing.
10. Cooperatives and limited companies.
11. The organization of innovation.

## Teaching methodology

### In-class work activities

Modality	Name	Typ. Grp.	Description	Hours
Theory classes	Lectures	Large group (G)	Presentation of the concepts of organizational design and its theoretical domain. The student will have access to lecture notes and basic textbooks to gain a deeper insight on the theoretical issues discussed during class.	21.5
Practical classes	Workshops	Medium group (M)	The students will assess their own achievement on the theoretical lectures by applying their knowledge on exercise and problem solving. The exercises will simulate real-life situations, and will require decision making to design an organization. The exercises could be demanded to be solved individually or in groups, depending on their challenge. Afterwards, the whole group will extract and gather together the main conclusions to homogenize and consolidate the knowledge. The homogenization process will also help to develop the ability to analyze and communicate the relevant information about the problem.	18
Assessment	Final exam	Large group (G)	Official examination. The evaluation will assess the knowledge of concepts, theories and their applications. The exam will last no more than 2,5 hours.	2.5
Assessment	Individual evaluation.	Medium group (M)	Students should test their knowledge during the course. Each exam will last no more than 1,5 hours.	3

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

### Distance education work activities

Modality	Name	Description	Hours
Individual self-study	Readings	Reading of the textbooks, case studies, and economic and management press for debating at workshops.	15
Individual self-study	Study and insight.	Individual study of all concepts, theories and material related to the course.	45

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Modality	Name	Description	Hours
Group self-study	Study	Study in group of the course	15
Group or individual self-study	Assignment	Consolidation of the acquired knowledge by solving problems and exercises.  Identification of information sources; information analysis, build-on new information and present and discuss the main conclusions in group.	15
Group or individual self-study	Information research.	Identification of information sources to analyze during the workshops or assignments.	15

### Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

### Student learning assessment

The table of this section describes each evaluation procedure, its type (if an activity is recoverable in July or not), the evaluation criteria and its weight in the final mark of the course.

The student will get a numerical rating to each evaluation activity, and all evaluation activities will be weighted according to the weight set in the syllabus in order to obtain the overall grade for the course. The final mark will be a grade between 0 and 10, and in order to pass the course the student must meet two requirements:

1. Obtain a weighted mark of at least 5 over 10.
2. In addition, in the final exam it is also essential to obtain a minimum of 5 over 10 to pass the course.

The final exam is the only activity recoverable, and can only be recovered in the period of extraordinary evaluation in July.

#### Final exam

Modality	Assessment
Technique	Objective tests ( <b>retrievable</b> )
Description	Official examination. The evaluation will assess the knowledge of concepts, theories and their applications. The exam will last no more than 2,5 hours.
Assessment criteria	Passing the course implies fulfilling the following criteria: <ol style="list-style-type: none"> <li>1. Student must achieve at least a mark of 5 out of 10 at the final exam.</li> <li>2. Student must achieve at least a mark of 5 out of 10 at the global grading.</li> </ol> <p>The final exam includes all materials involved during class, readings, discussions, exercises, and mid-term exam.</p> <p>If the student needs to attend to the extraordinary examination in July, they will be required to achieve again a mark of at least 5 out of 10 at this exam, and it will have the same weight for the final grade (40%).</p>

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Moreover, the global weighted grading must be at least 5.

Final grade percentage: 40%

### Individual evaluation.

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Modality	Assessment
Technique	Objective tests ( <b>non-retrievable</b> )
Description	Students should test their knowledge during the course. Each exam will last no more than 1,5 hours.
Assessment criteria	There will be two individual evaluations along the classes. Each evaluation will count 20% on the final grade.  If the student needs to attend the extraordinary examination in July, they will keep the grading of mid-term exam, with the same weights than during the course (20% each one of the individual evaluations).

Final grade percentage: 40%

### Assignment

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Modality	Group or individual self-study
Technique	Other methods ( <b>non-retrievable</b> )
Description	Consolidation of the acquired knowledge by solving problems and exercises. Identification of information sources; information analysis, build-on new information and present and discuss the main conclusions in group.
Assessment criteria	Along the course, students will present (as a digital file and working in small teams) one problem set with a weight of 20%.  If the students need to attend the extraordinary examination in July, they will keep the grading of the final assignment, with the same weight than during the course (20%).

Final grade percentage: 20%

## Resources, bibliography and additional documentation

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There is not a single text book but a collection of lecture notes, several complementary readings, and other materials.

### Complementary bibliography

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- Brickley, James, Clifford Smith i Jerold Zimmermann, 2007, Managerial economics & organizacional architecture, McGraw-Hill.
- Froeb, Luke i Brian McCann, 2008, Managerial economics, Thomson.
- Milgrom, Paul i John Roberts, 1992, Economics, organization & management, Prentice Hall.
- Roberts, John, 2004, The modern firm, Oxford.
- Salas, Vicente, 1996, Economía de la empresa, Ariel economía.
- Vergés, Joaquim, 2000, Control i incentius en la gestió empresarial, servei de publicacions de la UAB.

### Other resources

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The professor will upload several working material on the Campus Extens' course web page.

