

## COURSE SYLLABUS

Academic Year: 2020/2021

Identification and characteristics of the course			
Code	500010-en	ECTS Credits	
Course name (English)	BUSINESS ADMINISTRATION I		
Course name (Spanish)	ADMINISTRACIÓN DE EMPRESAS I		
Degree programs	ADE, ADE-ECONOMÍA, ADE-CIENCIAS DEL TRABAJO, ADE-DERECHO		
Faculty/School	Faculty of Economics and Business Sciences (Badajoz)		
Semester	3rd	Type of course	Compulsory
Module	BUSINESS MANAGEMENT		
Matter	ADMINISTRATION		
Lecturer/s			
Name	Office	E-mail	Web page
MARÍA CRISTINA BARRIUSO IGLESIAS	62	barriuso@unex.es	
Subject Area	BUSINESS ORGANIZATION		
Department	BUSINESS MANAGEMENT AND SOCIOLOGY		
Coordinating Lecturer (If more than one)			
Competencies*			
CG1, CG2, CG3, CG6,			
CB1, CB2, CB3, CB4, CB5			
CT1, CT2, CT3, CT5, CT6, CT7, CT9, CT14, CT15, CT17, CT18, CT21, CT24			
CE10			
Contents			
Course outline*			
What is an organization? How do organizations create value? Why do they exist? The importance of design. The basic challenges of design. Authority and control.			

\* The sections concerning competencies, course outline, educational activities, teaching methodologies, learning outcomes and assessment systems must conform to that included in the ANECA verified document of the degree program.

Specialization and control. Organizational culture management. Environment management. Organizational Change. Strategy and structure. International environmental management.

### Course contents

#### Name of unit 1: INTRODUCTION TO BUSINESS ADMINISTRATION

##### Contents of unit 1:

- Why organizations exist and the purpose they serve
- Relationship between organizational theory and design and change. Differences to organizational structure and culture
- Importance of organizational theory to increase effectiveness
- Stakeholders

##### Description of the practical activities for unit 1:

- Choices and problems inherent in distributing the value an organization creates

#### Name of unit 2: ORGANIZATIONAL CULTURE

##### Contents of unit 2:

- Differences between values and norms
- Learning culture: both formal and informally
- Foundations of an organization's culture
- How to manage organizational culture

##### Description of the practical activities for unit 2:

- Different organizational cultural within different organizations
- Chinese firms going global
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#### Name of unit 3: ORGANIZATIONAL STRATEGY

##### Contents of unit 3:

- Environmental analysis
- Strategy and structure
- Different strategy models
- Strategy levels: corporate, business, functional and international

##### Description of the practical activities for unit 3:

- Identifying multidomestic, global, international or transnational strategies

#### Name of unit 4: ORGANIZATIONAL DESIGN I

##### Contents of unit 4:

- Five design challenges
- Differentiation: vertical and horizontal
- Balancing differentiation & integration
- Balancing centralization & decentralization
- Balancing standardization & Mutual Adjustment
- Balancing formal & informal structure
- Integration mechanisms
- Organic versus mechanistic structures

##### Description of the practical activities for unit 4:

- Discussing the way in which the five challenges must be addressed simultaneously if a high- performing organizational structure is to be created

#### Name of unit 5: ORGANIZATIONAL DESIGN II

##### Contents of unit 5:

- Emergence of the hierarchy
- Methods of control to substitute the direct, personal control
- Principles of bureaucratic structures
- Functional structure
- Divisional structure
- Matrix structure
- Network structure

##### Description of the practical activities for unit 5:

- Identify and discuss the type of structures across different companies
- Propose changes in the companies design to improve their performance

#### Name of unit 6: ORGANIZATIONAL CHANGE

##### Contents of unit 6:

- The need for change
- Progressive change versus radical change
- Types and characteristics of progressive change
- Types and characteristics of radical change
- The management of change

##### Description of the practical activities for unit 6:

- Analyse and discuss different changes in organizational structure across different organizations

#### Educational activities \*

Student workload in hours by lesson		Lectures	Practical activities				Monitoring activity	Homework
Lesson	Total	L	HI	LAB	COM	SEM	SGT	PS
1	9	3				2		4
2	15	3				4		8
3	12	3				1		8
4	34	13				3		18
5	29	13				2		14
6	27	6				3		18
<b>Assessment</b> **	24	4						20
<b>TOTAL</b>	150	45				15		90

L: Lectures (100 students)

HI: Hospital internships (7 students)

LAB: Laboratory or field practices (15 students)

\*\* Indicate the total number of evaluation hours of this subject.

<p>COM: Computer room or language laboratory practices (30 students)</p> <p>SEM: Problem classes or seminars or case studies (40 students)</p> <p>SGT: Scheduled group tutorials (educational monitoring, ECTS type tutorials)</p> <p>PS: Personal study, individual or group work and reading of bibliography</p>
<p><b>Teaching Methodology *</b></p>
<p>1. Expositive method, consisting in the presentation of the contents about the course under study by instructors. It also includes examples of problem solving by instructors.</p> <p>2. Situation learning/evaluation in which students perform some study cases to reinforce their learning and serves as evaluation tool.</p>
<p><b>Learning outcomes *</b></p>
<p>Students will acquire a specialization that they will allow to develop a future career with autonomy and capacity:</p> <ul style="list-style-type: none"> <li>- Transmit the reality and characteristics of the new competitive environment of organizations</li> <li>- Achieve understanding of the organizational operations and how different contingent factors can affect manager's decisions.</li> <li>- Transfer a management vision to the student so he/she can consider design (structure and culture), like one of the most important tools to achieve company goals.</li> <li>- Transmit a methodology for analyzing problems that affect organizations.</li> <li>- Stimulate in the student the development of critical abilities that allow him to give answers to the challenges that organization have to face in a dynamic environment</li> <li>- Understand the foundations of management process in organizations.</li> <li>- Know contextual characteristics that influence organization management.</li> <li>- Understand the process of change and innovation in organizations</li> </ul>
<p><b>Assessment methods *</b></p>
<p>There are two types of assessment:</p> <p>a) continuous assessment, and</p> <p>b) final exam</p> <p>. In both assessment types, students must achieve a minimum overall grade of 5 points on a grading scale from 0 to 10 in order to pass the course.</p> <p>The student must notify the professor of the type of assessment that he or she has chosen in the first 3 weeks of each semester. If there is no notification, continuous assessment will be selected as the default method.</p> <p>Once the student has chosen the type of assessment, his or her preferred type cannot be changed during the semester.</p> <p>[For legal aspects, see "Normativa de evaluación de los resultados de aprendizaje y de las competencias adquiridas por el alumnado en las titulaciones oficiales de la Universidad de Extremadura", DOE No. 236, 12 December 2016 (in Spanish).]</p> <p>The evaluation of this course will be made by:</p> <p>a) Continuous assessment:</p> <p>A written examination in the official call (60% of the final grade)</p> <p>The completion and presentation of works within the deadlines set (40% of final grade)</p>

- b) Final exam: consisting of a exam with two parts:
1. A written examination in the official call (60% of the final grade)
  2. An oral presentation/written examination covering all the practice issues taught during the course

### **Bibliography (basic and complementary)**

#### **BASIC BIBLIOGRAPHY**

- Jones G. R., George J. M. (2018): Contemporary Management, McGraw- Hill: New York.
- Jones G. R. (2012): Organizational Theory, Design and Change. International Edition. Seventh edition, Pearson.
- Robbins S., Coulter M. (2017): Global Edition, Prentice Hall, International Edition, 14th edition
- Sánchez Vizcaíno, G (coord). (2011). Administración de empresas. Pirámide. Madrid. Reprinted in 2016.

#### **ADDITIONAL BIBLIOGRAPHY**

- Anderson, D.L. (2019): Organization design. Creating strategic & agile organizations. Sage Publications Inc, California
- Anderson, D.L. (2018): Cases and exercises in Organizational Development & Change, Sage Publications Inc, California
- Burton, R; Obel, B & Dojbak, D. (2015): Organizational design, Cambridge University Press
- Faulkner, D. (1995): International strategic alliances, Mc Graw-Hill, London
- Galbraith, J. et al (2002). Designing dynamic organizations. Amacon: New York
- Galbraith, J, Kates, A. (2007). Designing your organization, John Wiley & Sons Inc.: San Francisco
- Lasserre, P.(2003), Global strategic management, Palgrave: Great Britain
- Mintzberg, H. (1983), Structure in fives: designing effective organizations, PrenticeHall, London

### **Other resources and complementary materials**

1. Printed means resources: digital documents, notes, photocopies, manuals, magazines, etc.
- 2. Audiovisual means resources: Videotape canyon, slides, videotapes, powerpoint,

simulation software

- 3. Virtual means resources: websites, electronic mail, VIRTUAL CAMPUS Uex \*, etc.
- \* The Virtual Campus is used along the whole semester by the professors and its students. The professors will upload to the campus:
  - - The program of the course
  - - Slides that will be used in classes.
  - - Activities of continuous evaluation that students should carry out.
  - - News, cases that later will be developed in the classroom.
  - - The grades of the continuous evaluation
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- Also, the professor evaluates, if applicable, the activities of continuous evaluation using the tools of the virtual campus.

On the other hand, the student will use the virtual campus for:

- To upload the activities of continuous evaluation that he/she has carried out, meeting delivery deadlines established for each activity by the professor in the campus.
- To contact the professor, to ask any question related with activities, cases, exams, notes, etc