

## 61765 - Organizational Design

### Syllabus Information

**Academic year:** 2023/24

**Subject:** 61765 - Organizational Design

**Faculty / School:** 109 - Facultad de Economía y Empresa

**Degree:** 555 - Master's in Management, Strategy and Marketing

**ECTS:** 3.0

**Year:** 1

**Semester:** Second semester

**Subject type:** Optional

**Module:**

### 1. General information

The subject aims to understand the importance of organizational design for the competitive success of organizations, in particular to achieve alignment between individual interests and the goals of collective efficiency and wealth creation.

A relevant premise for understanding the content of the subject is that economics provides a very useful method to solve the problems of coordination and motivation in organizations, which constitute the central core of organizational design. In this sense, the subject offers students the opportunity to learn about the main results of economic research in the field of Organizational Economics.

The subject is aligned with the achievement of *Goal 8: Decent Work and Economic Growth of the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda*.

### 2. Learning results

The student, in order to pass this subject, must demonstrate the following learning results:

- To know how to make decisions on the delimitation of the company's vertical boundaries (manufacturing versus purchasing; strategic alliances and partnerships, long-term contracts).
- To solve coordination problems using the design of information systems and allocation of responsibilities among organizational units (centralization and decentralization).
- To decide on the most appropriate form of company ownership in each case (private, public; capital company or partnership; for-profit or non-profit), based on knowledge of the advantages and disadvantages of each legal form.
- To solve motivational problems by designing monetary and non-monetary incentive systems.
- To value the importance of culture and trust as intangible assets for economic efficiency.
- To design corporate governance systems from the perspective of achieving a balance between management and control functions.

### 3. Syllabus

The subject is structured as follows:

- Topic 1.- Introduction to organizational economics
- Topic 2.- Internal organization of the company: self-management or hierarchy.
- Topic 3.- Culture and trust in organizations.
- Topic 4.- The complex capitalist company: separation of ownership and management.
- Topic 5.- Complementarity: matching strategy and structure
- Topic 6.- Nature and boundaries of the company
- Topic 7.- Company boundaries and implicit contracts
- Topic 8.- The company as a sub-economy
- Topic 9.- Company and society

### 4. Academic activities

Since this is a master's degree, the student must acquire advanced knowledge in the subjects studied, while developing skills in solving complex and unstructured problems. The planned academic activities are designed to meet these objectives and therefore combine theoretical training with the case method approach. Theoretical training is acquired through lectures and readings, while case studies are used to apply theoretical knowledge to real problems from a much more practical perspective.

The time load of these activities is the following:

Classroom lecture and discussion of content (30 hours)

Seminars, tutorials and personal work of the student (45 hours)

## **5. Assessment system**

There will be a continuous assessment of student learning through their participation in class discussions and the submission of written reports of texts, readings and/or recommended cases. The maximum grade for this part is 7 points. The remaining 3 points will be obtained through the completion, written delivery and oral presentation of a final paper whose subject will be agreed with the teacher.

For students who do not wish to follow the continuous assessment system, do not pass the subject by this method, or who wish to increase their grade (the highest grade will prevail), there will be a final written exam in which the student must demonstrate the knowledge acquired in the subject. The exam will be graded between 0 and 10 points.

In the second call, the assessment will be carried out by means of a global test of the same characteristics as that of the one mentioned above.

### **Assessment criteria:**

The knowledge acquired and the rigor with which the theoretical concepts studied in the subject are expressed will be assessed. The student's ability to apply theoretical concepts to the solving of practical cases that arise in the field of organizational design, particularly those related to coordination and motivation problems in collective actions, will also be assessed.