INTERNATIONAL MANAGEMENT INSTITUTE BHUBANESWAR

Post Graduate Diploma in Management (PGDM)

Organization Design and Theory (OB504), Term II

Credits: 02, Session Duration: 60 Minutes

Course Outline

Faculty: Prof. Yamini Prakash Sahay

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Consulting hours: 9.30 am to 5.30 pm (subject to availability)

Course Introduction: It is essential to understand how organizations actually function, how different parts of the organization interact and work together. This course hence explains the macro aspect of organization behavior, where organization is the unit of analysis. It takes you close to the real world problems and issues that are faced by organizations as a whole rather than by individuals inside organizations. The tools to understand organizations under this discipline are organizational environment, design, structure, strategy, culture and others.

Learning Outcomes (LO): At the end of the course the student should have the understanding of the following:

LO1. How the theories and findings of organizational and behavioral sciences are applied to designing work organizations.

LO2. Examine the reciprocal relationship between the organization characteristics (e.g. Organization Structure, Design, Strategies, Systems, Culture etc.) and managerial behavior.

LO3. The strategies used for bringing about change and technological development in organizations.

LO4. An overall understanding of how the organization develops to maturity.

Course Pedagogy: The pedagogy will be a combination of interactive classroom lectures, case discussions, exercises and activities, some assessments and simulations in class, and class presentation by students. Assignments and mini project will be a part of evaluation along with quizzes and examinations.

Course Readings:

Selected chapters from:

1. Daft, Richard L. (2016). Understanding Theory and Design of Organizations, 12th edition, Cengage.

2. Jones, Gareth & Mathew, Mary (2012). Organization Theory Design and Change, 6th edition, Pearson.

Articles:

1. Galbraith, J. R. (2009). Designing Matrix Organizations that Actually Work: How IBM, Proctor Gamble and others Design for Success.

2. Takeuchi et. al. (2008). The Contradictions that Drive Toyota's Success, Harvard Business Review, Vol. 86 (6)

3. Chan et. al. (2007). Workplace Design: A New Managerial Imperative. California Management Review, Vol. 49 (2)

Cases will be distributed from time to time during the course for class discussion.

<u>**Course Evaluation:**</u>

Quiz/Assignment	20%
Project	20%
Mid – Term	30%
End – Term	30%

<u>**Session Plan**</u>

Session	Topics	LO	Readings (Daft)
1-2	Introduction to Organization Theory	LO1	Chapter 1
3	Organization Effectiveness	LO1	Chapter 3
4-5	Environment – Design Relationship	LO1,2	Chapters 3&6
6-7	Organization Strategy	LO2	Chapters 3&6
8-10	Structure Dimensions and Types of Structure	LO2	Chapters 2&5
11	Environment-Strategy-Structure Relationship	LO1,2	Chapters 2,3&6
12	Technology and Design	LO2,3	Chapter 13
13-14	Organizational Culture	LO2	Chapter 9
15-16	Change & Innovation	LO3	Chapter 10
17-18	Organization Size and Life Cycle	LO4	Chapter 12
19-20	Power in Organizations	LO1	Chapter 13