



INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR
Post Graduate Diploma in Management (PGDM)
Organization Design and Theory(OB506)
CREDIT: TWO Credits
SESSION DURATION: 60 Minutes

TERM: III
ACADEMIC YEAR: 2021-22
BATCH: PGDM (2020-2022)

FACULTY: Prof. Pallavi Pandey
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Office hours: 9.30 AM – 5.30 PM

Course Description:

This course deals with how organizations respond to the changing business environment. It covers in detail the organizational process of structuring, organizational design and change management. The subject will help students to gain deeper understanding of organizational transformation, importance of technology, business outsourcing and concepts of knowledge management.

Learning Outcomes:

After studying the course, the student should be able to:

- LO1.** Understand the stakeholder approach to organizations and the implications of this approach for organizational effectiveness
- LO2.** Understand the most recent developments in organizational structure, such as the product team structure, outsourcing and network organizations.
- LO3.** Understand the organizational culture that accounts for the origins of culture and its relationship to organizational effectiveness.
- LO4.** Understand the usage of resource dependence theory, transaction cost theory.

Course Pedagogy:

The pedagogy shall be a mix of hands-on experiential simulations, video-based insights as well as lectures and case analyses. Research insights shall be disseminated through the readings, which are a mandatory requirement for classroom discussions. This course puts maximum weightage on assignments that would focus on ongoing leadership scenarios.

Course Readings (CR):

- Daft, R. L. (2013). *Understanding the Theory & Design of Organizations*, 11th Edition, New Delhi: Cengage.
- Jones & Mathew (2017). *Organizational Theory, Design and Change*, 6th ed. New Delhi: Pearson Education.

- Greenberg, J. & Baron, R.A. (2008). *Behavior in Organizations* (9th ed.). New Delhi: PHI Learning.
- Luthans, F. (2013). *Organizational Behaviour* (12th ed.). McGraw-Hill: New Delhi.

Course Evaluation criteria

Component	Weight	Learning Outcomes
Quizzes	20%	Quiz 1- Learning outcomes 1-2. Quiz 2 Learning outcomes 1-4.
Class participation	10%	
Assignments (Essays or condition based questions)	20%	Learning outcomes 1-4
End-term Presentation	10%	
End-term	40%	Learning Outcomes 1-4
Total	100%	

Plagiarism

We are committed to upholding the highest standards of academic integrity and honesty. Plagiarism is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. You may refer the already available content just for your reference and to get the basic ideas. Only 20% of such content is acceptable, above that comes under the definition of Plagiarism which is unacceptable in IMI and will be treated seriously. All such cases will be referred to the appropriate body of the Institute for suitable disciplinary action.

Session Plan

Session No.	Topic	Learning outcomes	Reading
1-4	Organizations and The Evolution of Organization Theory and Design Organization existence, organization value, organization structure, Dimensions to Design and Organization Change	LO1	<ul style="list-style-type: none"> • Chapter 1- CR 1 • Chapter 1- CR2 Case Article (Book Case)- Change and More Change at pantaloon retail. Jones & Mathew, 6 th edition
5-6	Stakeholders, Managers and Ethics Organizational stakeholders, Organizational effectiveness, Organizational authority and organizational effectiveness	LO1, LO2	<ul style="list-style-type: none"> • Chapter 2-CR2
7-8	Organizing in a changing global environment Organizational environment, resource dependence theory, strategies for managing	LO3	<ul style="list-style-type: none"> • CR1- Chapter 5,6 • CR2- Chapter 3 Jones & Mathews (2017 Case- Jean Claude Biver (A)- The re-emergence of the swiss watch

	resources dependencies, strategies for managing competitive resource dependencies.		industry, <i>Harvard Business review</i> , 9-415-031
9-10	Basic challenges of organizational design Differentiation, balancing differentiation and integration, balancing centralization and decentralization	LO4	<ul style="list-style-type: none"> • CR2- Chapter 4, Article- Erik Brynjolfsson, Andrew McAfee (2015), The digitization of just about everything, <i>Harvard Business Review</i>.
11-14	Organization structure and Strategy Organization Structure, Authority, control, Organization Design Alternatives. The influence of the informal organization	LO1,LO3	<ul style="list-style-type: none"> • CR1- Chapter 3 • CR2- Chapter 5
15-17	Organization Design, competences, and Technology Technical complexities, routine tasks and complex tasks, Task interdependence, Material Management	LO4	<ul style="list-style-type: none"> • CR2- Chapter 9,
18-20	Organizational Size and Life Cycle Organization Size, The organizational life cycle, Organizational birth, The institutional theory of organizational growth	LO1, LO2, LO3, LO4	<ul style="list-style-type: none"> • CR1- Chapter 12 • CR2- Chapter 11
21-22	End term presentations		