

## **Organizational Theories, Structure & Design**

### **Section I: Organizations and Organization Theory**

- a. Organization theory in action.
- b. What is an organization?
- c. Perspectives on organizations: open systems and organizational configuration.
- d. Dimensions of organization design: structural and conceptual.
- e. The evolution of organization theory and design.

### **Section II: Strategy, Organization Design, and Effectiveness**

- a. The role of strategic direction on organization design.
- b. Organization purpose.
- c. A framework for selecting strategy and design/structure.
- d. Assessing organizational effectiveness.
- e. Contingency effectiveness approach, resource based approach, and internal process approach.
- f. An integrated effectiveness model.

### **Section III: Fundamental of Organization Structure**

- a. Organization structure
- b. Information processing perspective in organization structure
- c. Organization design alternatives
- d. Functional, divisional, and geographical designs
- e. Matrix structure
- f. Horizontal structure
- g. Modular structure
- h. Hybrid structure

### **Section IV: Open Systems Design Elements**

- a. The external environment.
- b. Inter-organizational Relationships.
- c. Organization size and life cycle and design/structure.
- d. Comparative management.

### **Section V: Organizational Culture**

- a. Organizational culture.
- b. Organization design and culture.
- c. Culture and the learning organization.

- d. Ethical values in organizations.
- e. Leadership and culture and ethics.

### **Section VI: Innovation and Change and Organizational Design**

- a. The strategic role of change.
- b. Elements of successful change.
- c. New products and services.
- d. Technology change.
- e. Strategy and structure change.
- f. Culture change.
- g. Strategies for implementing change.

### **Section VII: Decision-Making Process**

- a. Rational approach.
- b. Bounded rationality perspective.
- c. Organizational decision-making.
- d. The learning organization.
- e. Contingency decision-making perspective.
- f. Special decision circumstances.

### **Section VIII: Conflict, Power, and Politics**

- a. Intergroup conflict in organizations.
- b. Power and organizations.
- c. Political processes in organizations.
- d. Using power, politics, and collaboration.

### **Case Studies and Presentations**

#### **Reference Text:**

1. Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
2. Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992.
3. Gareth R. Jones. Organizational Theory, Design and change, Pearson Education
4. Stephen P. Robbins, Mary Mathew. Organization Theory, Pearson.