



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2018-2019)

Programme Name: MMS

Semester: III

Name of the subject: Organisation Theory, Structure & Design

Maximum marks: 100

No. of Sessions: 13 (3 hrs each)

Name of the Faculty: Dr. Krishnamurthy Iyer

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Weblink:

Learning Objectives:

- 1) To understand the evolution of organisation structure (from type 1 to type 4)
 - 2) To understand the 5 contingent variables of structure, viz. Strategy, Size, Technology, Environment and Power Control
 - 3) To gain insight into some of the models for defining organizational effectiveness
 - 4) To understand the organizational design and different factors affecting organizational design
 - 5) To study the evolution of organizational theories
 - 6) To appreciate the organizational culture and its effect on organizational design
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Reference Books:

- 1 Organisation Theory and Design by R.L. Daft
- 2 Organisation Structure and Design by Stephen Robbins
- 3 Organisation Design by Gareth Jones
- 4 Organisation Design for Excellence by Khandwalla



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Plan:

Session No	Topics to be covered	Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs, Quiz, Short Test
1	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.	Organisation Design by Gareth Jones Organisation Theory and Design by R.L. Daft Discussion on Real World examples	Introduction to the concept of an organization and organization design.	Quiz
2	Evolution Of Organization Theory The evolution of organization theory and design	Organisation Theory and Design by R.L. Daft Organisation Theory and Design by R.L. Daft	Study of evolution of organization theory	Quiz
3	Strategy, Organization Design, and Effectiveness a. The role of strategic direction on organization design.	Organisation Design by Gareth Jones	Study of effect of strategy on organization design	Case Analysis



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	b. Organization purpose. c. A framework for selecting strategy and design/structure.	Class Discussion on Identified Case Study		
4	Assessing organizational Effectiveness. Contingency effectiveness approach, resource based approach, and internal process approach. An integrated effectiveness model	Organisation Structure and Design by Stephen Robbins Organisation Design for Excellence by Khandwalla Class Discussion on Identified Case Study	Learning about organizational effectiveness and its assessment	Case Analysis
5	Fundamental of Organization Structure a. Organization structure b. Information processing perspective in organization structure	Group Discussion	Study of basics of organization structure	Class Participation
6	Organization design alternatives Functional, divisional, and geographical designs Matrix structure Horizontal structure Modular structure Hybrid structure	Organisation Design for Excellence by Khandwalla Discussion of Real World Examples	Comprehension of various types of Organization designs	Quiz
7	Open Systems Design Elements	Organisation Design for Excellence by Khandwalla.	Understanding the external	Quiz



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	<p>a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management.</p>	Class Discussion on Identified Case Study	environment, organizational life cycle and Inter-organizational Relationship	
8	<p>Organizational Culture a. Organizational culture. b. Organization design and culture. c. Culture and the learning organization. .</p>	Case Studies across Cultures	Study of organizational culture and its effect on organization design	Class Participation & Quiz
9	<p>Ethics and Organizations Ethical values in organizations. Leadership and culture and ethics</p>	Case Studies across Developed v/s Developing Countries	Comprehension of Ethical Frameworks within organizations	Class Participation
10	<p>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.</p>	Case Study	Introduction to change and its effect on organizational design	Case Analysis



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11	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.	Role Play Class Discussion on Identified Case Study	Introduction to decision making process	Case Analysis
12	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 Study	Understanding the concepts of conflict, power and politics in an organization	Case Analysis
13	Group presentations	Presentations on Identified Topics	Application of theory	Analysis and Presentation

Practical Approach : Other activities (Atleast 4 distinct activities)



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Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Role Play	Decision Making	Interpersonal and Other Dynamics interplay in real world situations	Reference Books
2	Industry Visit			
3	Academic Projects	Organization Effectiveness	Comprehension of the topic	Reference Books
4	Book Review/ Literature Review			
5	Group Discussion			
6	Business Quiz / Business News sharing	Organization Theory, Organization Structure, Culture Design	Comprehension and Recall of Important Concepts, Terms, Theories	Reference Books
7	Videos / Simulation			
8	Use of Softwares and Labs			
9	Any other activity	Case Analysis	Experiential learning	Reference Books



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Evaluation:

Internal:

Component	Details	Marks
Class Test		
Presentation	Group Exercise with focus on team work and peer learning	10
Case Study	Analysis of Identified cases	10
Participation	Extent and quality of Participation	10
Others	Quiz	10

Signature of Faculty

Signature of the Co-ordinator