



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2017-2018)

Programme Name: PGDM

Term: IV

Name of the subject: Understanding Theory, Structure and Design of Organisation

Maximum marks: 100

No. of Sessions: 10

Name of the Faculty: Mahesh Bhanushali

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Weblink:

Learning Objectives:

To understand the organizational design and different factors affecting organizational design

To study the evolution of organizational theories

To appreciate the organizational culture and its effect on organizational design

Reference Books:

Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992

Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern

Power Dynamics by Jeffery Pfeffer



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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. e. The evolution of organization theory and design	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern (Page 4-24) Available in Institute Library	Introduction to the concept of an organization and organization design. Study of evolution of organization theory	Question Answer Sessions
2	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.	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern	Study of effect of strategy on organization design Learning about organizational effectiveness and its assessment	Discussions
3	Fundamental of Organization	Robins Khandwalla, P. N. Organizational design for	Study of basics of	Quiz



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	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	excellence, New Delhi, Tata McGraw Hill, 1992	organization structure	
4	Open Systems Design Elements a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management.	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern	Understanding the external environment, organizational life cycle and Inter-organizational Relationships	Discussions
5	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	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern	Study of organizational culture and its effect on organization design	Discussions
6	Innovation and Change and Organizational Design	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern	Introduction to change and its effect on organizational design	Quiz
7	Decision-Making Process	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern	Introduction to decision making	Discussion



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			process	
8	Conflict, Power, and Politics	Power Dynamics by Jeffery pfeffer	Understanding the concepts of conflict, power and politics in an organization	Discussion
9	Case Study IBM Credit Corporation and Ford Motors	Michel Hammer Business Process Reengineering	Applications of Theory and concepts learned	Case Study Problem and Solution
10	Class Test And Presentations	NA	Applications	Presentation

2. Practical Approach : Other activities (Atleast 4 distinct activities)

Sr. No.	Activity Name	Topic Coverd	Learning outcomes	Source
1	Case Study	<u>Organization Structure Design</u>	<u>To understand the Organization structure design strategy</u>	<u>Book Business Process reengineering by Michel hammer</u>
2	Academic Projects-Assignment	<u>Organization communication and theory</u>	<u>To understand the factors affecting organization relationships</u>	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
3	Group Discussion	<u>Organization Power dynamics</u>	<u>To understand the factors affecting power in organization</u>	Power Dynamics by Jeffery pfeffer



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	Class Test on topics covered	20 M
Presentation	Presentation on Organization structure	10 M
Participation	Attendance and Participation	10 M

Signature of Faculty

Signature of the Co-ordinator