



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2015-2016)

Programme Name: MMS / PGDM: MMS

Name of the Course: Organizational Theories, Structure & Design

Maximum marks: 100 No. of Sessions: 15

Name of the Faculty: Sheba Philip George

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Weblink:

Learning Objectives:

Should understand overall aspects of organisational design : structure, culture, systems, strategy, information

Should understand the internal and external environment affecting the organisation

Should understand the influence of Technology, Politics and decision making on the organisational functioning

Should understand how to measure the effectiveness of the organisation

Reference Books:

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



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Plan:

Session No	Topics to be covered	References- Print/Online	Learning outcomes
1	Organizations and Organization Theory <ol style="list-style-type: none"> 1. Organization theory in action. 2. What is an organization? 3. Perspectives on organizations: open systems and organizational configuration. Dimensions of organization design: structural and conceptual. 4. The evolution of organization theory and design 	Daft, R. L. Organization Theory and Design	Will understand the organisational dimensions and get a broader prospective of the organisation
2	Fundamental of Organization Structure <ol style="list-style-type: none"> 1. Organization structure 2. Information processing perspective in organization structure 3. Organization design alternatives 4. Functional, divisional, and geographical designs 5. Matrix structure, Horizontal structure, Modular structure, Hybrid structure 	Daft, R. L. Organization Theory and Design Gareth R. Jones. Organizational Theory, Design and change, Pearson Education	Will understand multiple structure types
3	Strategy, Organization Design, and Effectiveness <ol style="list-style-type: none"> 1. The role of strategic direction on organization design. 2. Organization purpose. 3. A framework for selecting strategy 	Daft, R. L. Organization Theory and Design Gareth R. Jones. Organizational Theory, Design and change, Pearson Education	Will understand the linkage between strategy and structure



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	<p>and design/structure.</p> <p>4. Assessing organizational effectiveness.</p> <p>5. Contingency effectiveness approach, resource based approach, and internal</p>		
4	<p>Open Systems Design Elements</p> <ol style="list-style-type: none"> 1. The external environment. 2. Inter-organizational Relationships. 3. Organization size and life cycle and design/structure. 4. Comparative management. 	<p>Daft, R. L. Organization Theory and Design</p> <p>Gareth R. Jones. Organizational Theory, Design and change, Pearson Education</p>	<p>Will understand the internal and external elements of the organisation</p>
5	<p>Organizational Culture</p> <ol style="list-style-type: none"> 1. Organization design and culture. 2. Culture and the learning organization. 3. Ethical values in organizations. 4. Leadership and culture and ethics. 	<p>Daft, R. L. Organization Theory and Design</p> <p>Gareth R. Jones. Organizational Theory, Design and change, Pearson Education</p>	<p>Understand how culture influences the design</p>
6	<p>Innovation and Change and Organizational Design</p> <ol style="list-style-type: none"> 1. The strategic role of change. 2. Elements of successful change. 3. New products and services. 4. Technology change. 5. Strategy and structure change. 6. Culture change. 7. Strategies for implementing change. 	<p>Daft, R. L. Organization Theory and Design</p> <p>Gareth R. Jones. Organizational Theory, Design and change, Pearson Education</p>	<p>Will understand the affects of technological advances</p>
7	<p>Decision-Making Process</p> <ol style="list-style-type: none"> 1. Rational approach. 2. Bounded rationality perspective. 	<p>Daft, R. L. Organization Theory and Design</p> <p>Gareth R. Jones. Organizational Theory, Design and change, Pearson Education</p>	<p>Will understand various approaches to decision making</p>



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	<ul style="list-style-type: none"> 3. Organizational decision-making. 4. The learning organization. 5. Contingency decision-making perspective. 6. Special decision circumstances. 		
8	<p>Conflict, Power, and Politics</p> <ul style="list-style-type: none"> 1. Intergroup conflict in organizations. 2. Power and organizations. 3. Political processes in organizations. 		Will understand how to handle conflicts and politics in the organisation
9	Class Test		
10	Presentations		
11	University Paper Solving		
12	University Paper Solving		
13	Case Studies		
14	Revision		
15	Revision		



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	Few chapters to be covered through the class test	10
Presentation	Presentation on Organisational design in various sectors	10
Case Study	On going class activity	10
Participation	On going class activity	10
Others		

II) External:
(Sample questions)

1. Define organizational theory. Explain Mintzberg five elements of organisational structure and describe any two design options.
2. Describe the Matrix form of organisation. How to make this form successful?
3. Explain strategy. Describe in detail Miles and Snows Four strategic types.
4. Write a short note on Stages of organizational Life cycle.
5. Explore the relationship between technology and structure. Give one example of any industry.

Signature of Faculty

Signature of the Co-ordinator