Calcutta Business School

Course Name and Subject Code: DM 21202
ORGANIZATION STRUCTURE AND DESIGN
Term: II

Academic Year: (2020 -2022); PGDM course; Term –3 credits

INSTRUCTOR: Dr. Shuvendu Majumder

Background of the Course:

'Organizational structures of today demand too much from a few, and not much at all from everyone else'- **Gary Hamel**

In today's globalized era, e-commerce outsourcing and telecommuting have become the new paradigm for organizational functioning. Co-workers, located at different places/countries, are connected with each other through internet. This course structure is framed in the context of these emerging workplace realities and seeks to present a realistic view of people working in the organizations. A consistent theme throughout the syllabus is that the effective management of organizations requires an understanding of theory, research and practice. To engage the students in the modern world of organizations, this syllabus incorporates a number of distinctive, time-tested and interesting features such as, Corporate Insights, cases at the end of each chapter and numerous review and discussion questions to enhance their learning and interest. This course structure is organized in a sequence based on the characteristics common to all the organizations' structure and processes with six parts such as the organization and its environment; organization as a system; design of work; dynamic aspects of the organization; information on the emerging concepts of the organization structure and design and concluding part related to organization culture and ethical values.

The course aims to help students in appreciating and influencing a wide variety of issues related to organization theory, design and change.

Course Objectives:

Following are the main deliverable:

1. A brief introduction to the different areas of organizations and the relevant structure there in.

2. Develop an understanding on organizational design and how this design helps the effectiveness of an organization to adopt change in the market.

3. Develop an understanding of the core concepts on strategy based organizational structures with the support of cases/management games or role-playing.

Learning Outcomes:

By the end of this course, students should be better able to understand:

- What organizational structure is and why it is important.
- Understand theories about organizations and its implications today.
- Define organizational culture and explain how managers create culture
- Discuss why it is important for managers to behave ethically
- Understand the steps managers can take to effectively manage diversity
- Understand the importance of organizational design
- Describe the types of organizational structures managers can design,
- Explain why decision takers choose one structure over another

TEXT BOOK:

- Jones, G. R. & Mathew, M. (2013). Organizational Theory, Design & Change. Pearson. [Text Book - I]
- Robbins, S. P. (2009). Organization Theory. PHI. [Text Book - II]
- Daft, R. L. (2012). Understanding the Theory and Design of Organizations. CENGAGE Learning. [Text Book - III]

REFERENCE BOOK:

- Robbins, S. P., Judge, T. A. & Sanghi, S. (2009). Organizational Behaviour. Pearson Education. [Reference Book - I]
- Luthans, F. (2014). Organizational Behaviour. MGH. [Reference Book - II]
- McShane, S.L., Glinow, M.A.V. & Sharma, R. R. (2011). Organizational Behaviour. TMH. [Reference Book - III]

- George, J.M. & Jones, G. R. (2012). Organizational Behaviour. Pearson. [Reference Book - IV]

DURATION: 20 sessions [1.5 HR/Session]

PEDAGOGY:

Teaching Pedagogy will consist of teaching, use of multimedia and movies, analysis of cases and role-plays to help students connecting daily life situations with the key organizational concepts taught in the class.

Students are expected to read all assigned materials as the basis of learning in this course. Assigned homework, quizzes and group activities are designed to reinforce students' understanding of the academic content. Additional instruction, such as discussion topics, current events, and videos may be used to bridge the academic content with practitioner realities. Assignments related to Building a Business are intended to link the divergent chapter-based concepts in a way that demonstrates the breadth, depth, and intricacies of managerial decision making.

COMPONENTS OF EVALUATION:

There will be periodic evaluations of your learning through practical assessments and presentations, and a final comprehensive closed book written examination. Please make sure that you complete your assignments on time. Written work [double-spaced, justified, Times New Roman font type and 12 font size] should be free of spelling and grammatical errors. Requirements for each individual assignment are provided below.

1)   **Tests or Examination**: The knowledge tests or exam will include multiple choice and questions require brief answers.

2)   **Presentation (Perspectives on Leadership)**:   (a) Contents delivered should have relevance to leadership and use of principles, and techniques taught (b) Confidence of presenter © Citing credible research or business sources

3)   **Group Project:** (a) Conduct a community approach or environmental effort (b) The collective effectiveness of your activity © Presentation of project (articulation of lessons learnt)

4)   **Leadership Role:** (a) Relevance and impact of the topic in today's context (b) Effectiveness in demonstrating/communicating leadership behaviours © Team participation (all members contributed in some way)

5)   **Class Participation: (**a) Originality in discussion (b) Clarity of thought and presentation

Sl. No.	Particulars	Percentage
1	Project/Term Paper & Survey (Individual/Group)	20
2	End term Examination	40
3	Assignment/ Case Study/Movie	10
4	Quiz & Oral (Speakers' Corner)	20
5	Class Participation	10
	Total	100

Teaching and Learning Strategy

TERM I - 2020-22

S.NO.	Topic	Detail outline of the concept	Teaching Hours	Resources/Assignment
1.	The Evolution of Organization Theory	Various schools of Management- classical; neo-classical and contingency school of Management; Hawthorne experiment; Type-I, II, III & IV Theories	1.5	Chapter-II (TEXT BOOK II)
2.	Concept of organization structure	What is organization structure? Components of Structure; Common Organizational Designs; Components of Structure; Common Organiza-tional Designs; New Design Options; Effective versus successful managers	1.5	Chapter-16 (REFERENCE BOOK -I)
3.	Organizational Effectiveness	Effectiveness Criteria; Goal-Attainment, Systems, Strategic Constituencies, Competing Value Approach	1.5	Chapter-3 (TEXT BOOK II)
4.	Dimensions & Determinants of organization structure	Relationship of Complexity, Formalization and Centralization; Case Discussion	1.5	Chapter 4 (TEXT BOOK - II) *Case Study of P & G*

5.	Determinants of organization structure: Strategy	Chandler's Strategy-Structure Theory; Industry-Structure Theory.	1.5	Chapter 5 (TEXT BOOK - II) *Case Study of HP*
6.	*Organizational Strategy & Structure*	Information Sharing; Functional, Divisional & Geographic Design; Matrix, Horizontal & Hybrid Structure; Applications of Structural Design.	1.5	Chapter 2 (TEXT BOOK - III) *Case Study: C & C Grocery Store*
7.	Strategy & Effectiveness	Framework for Selecting Strategy & Design; Porter's Competitive Forces; Mile & Snow's Strategy Typology	1.5	Chapter 3 (TEXT BOOK - III) *Case Study: Apple*
8.	Workshop	Defining Strategy & Effectiveness Criteria; The Balanced Scorecard	1.5	Through Case Study: Facebook & TVS
9.	External Factors & Design	Organizational Ecosystem; Resource Dependence; Collaborative Network; Institutionalism Cases: Sony Corporation & Samsung Electronics Company; Amazon		Chapter 4 (TEXT BOOK III)

10.	Global Organizations & Design	Expansions & Stages of International Development; Strategic Alliance; Designing Structure to fit global strategy Case: Colgate & Palmolive	1.5	Chapter 5 (TEXT BOOK III) Presentation & Case Analysis
11.	Impact of Environment	Organization's Environment: Task, General & International; The Changing Environment Case: Wal-Mart	1.5	Chapter 6 (TEXT BOOK III) Role Play
12.	Organization- Environment Integration	Responses to Change; Dependence on External resource; Integrative Framework Case: Acne & Omega Electronics	1.5	Chapter 6 (TEXT BOOK III)
13.	Organizational Conflict & Politics	Basis of Power; Power Tactics Causes of Political Behavior; How do people respond to political behaviour; Conflict Process; Conflict Management Strategies	1.5	Chapter-14 & 15 (REFERENCE BOOK -I) Case: World Bank
14.	Organizational Decision Making	Individual & Organizational Decision Making *Case: Gillette Company*	1.5	Chapter-8 (TEXT BOOK-III) *Case Analysis*
15.	Corporate Culture, Values & Innovation	Emerging & Purpose of Culture; The Adaptability Culture; Mission, Clan & Bureaucratic Culture; Ethical Values & Social Responsibility	1.5	Chapter-9 (TEXT BOOK-III) *Case Analysis:*

				Google
16.	Internal Factors to Organizational Design:	Information Technology; Size & Life Cycle; Work Place Technology *Case: South West Airlines*	1.5	Chapter-11, 12, 13 (TEXT BOOK- III) *Case Analysis:*
17.	Managing Change & Stress	Forces of Change; Radical versus Incremental Change; Managing change; Models; Managing Stress;	1.5	Chapter-11, 12 & 13 (Reference BOOK III) *Movie:*
18.	Term paper & Presentation	Discussion on Survey Presentation-Day I	1.5	Case Study: HBS
19.	Assignment Submission	Presentation-Day II Discussion on Term Paper	1.5	Case Study: HBS
20.	Course Integration	Question & Answer session	1.5	Feedback