



**DEPARTMENT OF MANAGEMENT STUDIES
NATIONAL INSTITUTE OF TECHNOLOGY
TIRUCHIRAPPALLI - 620 015, TAMIL NADU, INDIA**

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E-Mail : lavanya@nitt.edu

Course Code	:	MB 711
Title of the Course	:	ORGANISATIONAL STRUCTURE AND DESIGN
Trimester	:	I
Contact Hours, Type of Course	:	30 HOURS, CORE
Course Assessment Methods	:	REGULAR(CONTINUOUS ASSESSMENT)

Course Objectives

- To introduce students to the fundamental concepts of organizations and organization theory.
- To explore the relationship between organizational purpose, strategy, and effectiveness, and the key principles of organizational structure.
- To analyse the key elements of open system design, including the environmental domains, inter - organizational relationships, and organizational technology.
- To examine organizational transformation, including life cycle stages, models of organizational growth and decline, and strategies for organizational control.
- To provide students with an understanding of the dynamic processes involved in managing organizations, including the role of culture, innovation, and technology in contemporary organization design.

Course Content

Unit I Introduction to Organizations and organization theory

Organisations as systems - Dimensions of organisational Design - The evolution of organisational Theory and Design - Role of organization theory and design.

Unit II Organisational Purpose and Structural Design

Organisational Purpose and Structural Design - strategy - design and effectiveness - Fundamentals of organisational structure - Open system Design elements.

Unit III Open system design elements

The environmental domains - inter organisational relationships - organisational level manufacturing technology - organisational level service technology - Diversity Equity and Inclusion in Organizational Design.

Unit IV Organizational Transformation

Organisation size - life cycle stages - birth - population ecology model - growth and Greiner's models of organisational growth - decline - Inertia - and death - Weitzel and Jonsson's model of decline and organisational control - Sustainability and Corporate Social Responsibility in Organizational Transformation.

Unit V Managing Dynamic process

Organisational culture and ethical values - Innovation - Intrapreneurship - and Creativity - Innovation - and IT contemporary trends in organization design - Agile and Lean Organizational Design.

Course Outcomes

- Understand the key concepts of organizations and organization theory and their relevance in modern management practices.
- Analyse the relationship between organizational purpose, strategy, and effectiveness, and the fundamental principles of organizational design.
- Evaluate the key elements of open system design, including the environmental domains, inter - organizational relationships, and organizational technology.
- Assess organizational transformation, including life cycle stages, models of organizational growth and decline, and strategies for organizational control.
- Apply knowledge of the dynamic processes involved in managing organizations, including the role of culture, innovation, and technology, to contemporary organization design.

Text and reference books

1. Richard H. Hall "Organizations - structures, processes and outcomes", 8th edition, PHI, (2002).
2. D K Bhattacharyya, "Organisational Systems, Design, Structure and Management", Himalaya Publishing House, (2009).
3. Richard L. Daft, "Understanding the Theory and Design of Organizations", Cengage Learning, 11th edition, (2013).
4. Gareth R. Jones and Mary Mathew, "Organisational Theory, Design, and Change", Pearson India Education Private Limited, 7th edition, (2017).
5. B.P. Singh, T.N. Chhabra, "Organisation Theory and Behaviour", Dhanpat Rai and Co, (2010).



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COURSE OUTLINE TEMPLATE

Course Title	ORGANISATIONAL STRUCTURE AND DESIGN		
Course Code	MB711	No. of Credits	2
Department	MBA	Faculty	Dr. V. LAVANYA
Pre-requisites Course Code	----		
Course Teacher(s) E-mail	lavanya@nitt.edu		
Course Type	√	Core	
		Elective	
		Open Elective	
		Laboratory	

COURSE TEACHING AND LEARNING ACTIVITIES

Sl.No	Week	Topic	Mode of Delivery
1.	Week 1	Introduction to Organisation, and organisation theory Organizations as systems, Dimensions of Organisational Design,	Power point Presentation and case discussion
2	Week 2	The evolution of Organisational Theory and Design – Hawthorne Experiment, scientific management principles, management principles, Role of organization theory and design	Power point Presentation and case discussion
3	Week 3	Organisational Purpose and Structural Design– Porter Strategy, Miles and Snow Strategy. Contingency Effectiveness approaches, an integrated effectiveness model	Power point Presentation and case discussion

4	Week 4	Fundamentals of Organisational structure, Open system Design elements – Functional, divisional and various structure.	Power point Presentation and case discussion
5	Week 5	The environmental domains, inter Organisational relationships, Resource dependency theory- symbiotic and competitive interdependencies.	Power point Presentation and case discussion
6	Week 6	Organisational level manufacturing technology, Organisational level service technology – Technical complexity, the theory of Charles perrow, the theory of James D. Thompson, advanced manufacturing technology.	Power point Presentation and case discussion
7	Week 7	Assessment (25 marks)(cycle Test)	
8	Week 8	Organisational Life Cycle – A population Ecology Model of Organisational Birth, the institutional theory of Organisational growth.	Power point Presentation and case discussion
9	Week 9	Greiner's model of Organisational growth, Organisational decline and death.	Power point Presentation and case discussion
10	Week 10	Managing Dynamic process Organisational culture- Terminal and Instrumental values, Recognizing difference in Organisational cultures	Power point Presentation and case discussion
11	Week 11	Ethical values – factors influencing the development of Organisational ethics. contemporary trends in organization design	Power point Presentation and case discussion
12	Extra class is required to complete the Internal assessment		
13	Week 12 Course Outcomes	End Semester Exam To demonstrate an understanding of the practical relevance of the theoretical paradigms surrounding organisation design	

		To exhibit an awareness of the key contemporary issues in organisation design and theory Apply knowledge of organisation design concepts to case studies of organisations
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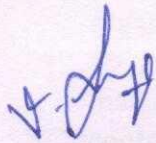
COURSE ASSESSMENT METHODS

Sl. No.	Mode of Assessment	Week / Date	Remarks	% Weightage
	Cycle Test	7 th week		25%
	Assignment and Case presentation	9 th and 10 th week		15%
	Quiz	10 th week and at the time of Exam		10%
	End Semester Exam	12 th week		50%

Note:

Attending all the assessments (Assessment 1 & 2) is MANDATORY for every student.
 If any student is not able to attend cycle test due to genuine reason, student is permitted to appear for retes.
 Every student is expected to score minimum 40% (i.e., 40 marks) to pass the course. Otherwise the student would be declared fail and 'F' grade will be awarded.
 Attendance is MANDATORY for every student (75 %)

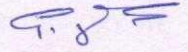
FOR APPROVAL



Course Faculty



Chairman (Class Committee)



HoD