

Course Code: BMGT E2065
Title: Organization Theory and Design
Aim: To;
(i) provide essential knowledge pertaining to develop and design appropriate organization structures and climate relevant to specific needs of business; and
(ii) to apply relevant knowledge, skills in selecting and matching structures to different types of organizations

Learning Outcomes :

On completion of this course unit, students should be able to;

- Identify and understand the processes of constituents and the organizations
- Identify the various groups and structures of the organizations
- Analyse organizations in different perspectives to identify problems existing within them
- Propose needed adjustments for organizational elements for better outcomes

Content:

Introduction to organizations; importance of organizations, dimensions of organization design. Strategy, organization design, and effectiveness; the role of strategic direction, contingency factors and approaches affecting organization design. Fundamentals of organization structure; principles of structure, information processing perspective on structure, functional structure, divisional structure, geographic structure, horizontal structure, matrix structure, modular structure. The external environment; task environment, general environment, environmental uncertainty, resource dependence. Inter organizational relationships; organizational ecosystem, population ecology, collaborative network, institutionalism. Designing organizations for the international environment; stages of international evolution,

designing structure to fit global strategy, building global capabilities. Manufacturing and service technologies; Woodward's classification based on system of production, computer-integrated manufacturing, non-core departmental technology, Thompson's classification of interdependence and management implications. Organizational culture and ethical values; culture; Levels of corporate culture, cultural types, ethical values, Managerial ethics, Forces that shape Managerial ethics, Ethical dilemma. Innovation and change; Forces driving the need for major organizational change, Four types of change, Sequence of elements for successful change, Creating ambidextrous organizations, Horizontal linkage model for new product innovations, Stages of commitment to change, barriers to change. Conflict, power and politics; Intergroup conflicts, Sources of conflicts, Individual vs. organizational power, Power vs. authority, Vertical sources of power, Horizontal sources of power, Strategic contingencies that influence horizontal power among departments, Power and political tactics in organizations, Negotiating strategies. Organization size, life cycle, and decline; Life cycle theory, bureaucracy, organizational decline.

Method of Teaching and Learning:

Lectures, Seminars

Scheme of Evaluation:

Examination, Assignments

Recommended Readings :

Daft R.L (2010) "*Organization Theory and Design*" (10th Edition) Mason : South Western Cengage Learning Publishing Co.,.

Stephen, R.P., Judge, T.A. (2011). *Organizational Behaviour* (15th Editions) New York: Prentice Hall.