



AMITY UNIVERSITY  
— UTTAR PRADESH —

Course Title: **Organizational Design & Structural Processes**

Course Code: **HR716**

Credit Units: **3**

L	T	P/S	SW/F W	TOTAL CREDIT UNITS
3	-	-	-	3

**Course Objectives:**

- To develop understanding of different types of business organizations and organizational structure.
- To get insight of organizational design – functions, principles, models, challenges and factors affecting.
- To know different types environmental factors, their impact and strategies for their management.
- To learn about organizational effectiveness and its measurement as well as emerging trends of organizational design and structure.

**Pre-requisites:** An understanding of human resource and organizational behavior.

**Student Learning Outcomes:** Upon completion of the course student will be able to

1. Recognize the soundness of the organizational structure and its' different types with applicability and suitability.
2. Demonstrate framework of organization design, principles, design elements/factors and their relationships with other activities.

3. Identify various environmental forces / actors of organization, their relationship to one another under uncertainty and strategies for managing them effectively
4. Analyze and infer different dimensions, approaches and models of organization effectiveness.

**Course Contents/Syllabus:**

	<b>Weightage (%)</b>
<b>Module I Organization and Organizational Structure</b>	<b>20</b>
<p>Business organizations: concept, types and their distinctive features</p> <p>Theory of Organisation and Organization as socio technical systems</p> <p>Organization Structure : definition, Foundations and dimensions</p> <p>Types of Organizational Structures: Functional Structure, Divisional Structures(Product, Market, and Geographic Structures), and Matrix Structure</p> <p>Tall vs. Flat structure</p>	
<b>Module II Organizational Design</b>	<b>25</b>
<p>Organizational Design : Definition, Concept and its relation with organizational structure</p> <p>Organizational Design: Functions, Determinants, Parameters and Principles</p> <p>Four Key of Design Decisions: Division of Labor, Departmentalization, Span of Control, and Authority</p> <p>Organizational Design Model : Mechanistic, Organic and Matrix</p> <p>Factors Affecting Organizational Design: Environment, Technology , Size/ Life cycle, Culture and Strategy</p>	

Technology : Thompsons vs. Woodward view Basic Challenges of Organizational Design	
<b>Module III Organization and Its Environment</b>	<b>20</b>
Organizational environment: Internal and External External Environment : General and Specific Sources of uncertainty in organizational environment Theories for managing Uncertainty: Resource Dependence Theory and Transaction Cost Theory Interorganizational Strategies for Managing Resource Dependencies: symbiotic and competitive Mechanisms for minimize transaction costs	
<b>Module IV Organizational Effectiveness</b>	
Organizational Effectiveness- Definition, Importance Traditional Approaches to organizational Effectiveness Modern Approaches to Organizational Effectiveness- the goal attainment approach, the system approach, the strategic approach Organizational Effectiveness Dimensions: Time, Control, Innovation and Efficiency Models of Effectiveness	<b>20</b>
<b>Module V Emerging Trends</b>	<b>15</b>

Organizational design for MNC Virtual Organization and Boundryless Organization Organizations as Networks/ Clusters Informal networks Designing for Innovation and Change	
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**Pedagogy for Course Delivery:**

This class will be taught using the theory, case study and live project from real business world. In addition to assigning the case studies, also need to cite recent research work done to antecedents and consequences of these concept.

**Lab/ Practicals details, if applicable: NA**

**Assessment/ Examination Scheme:**

<b>Theory L/T (%)</b>	<b>Lab/Practical/Studio (%)</b>	<b>End Term Examination</b>
100	-	100

**Theory Assessment (L&T):**

<b>Continuous Assessment/Internal Assessment</b>					<b>End Term Examination</b>
<b>Components (Drop down)</b>	<b>Midterm</b>	<b>Project and presentation</b>	<b>Attendance</b>		

<b>Weightage (%)</b>	15	10	5		70

**Text:**

- Jones, G.R. & Mathew, M. (2013), ‘Organizational Theory, Design, and Change’, 6<sup>th</sup> Ed Person Education, New Delhi
- Hall, R. H. (2002), ‘Organizations: structures, processes and outcomes’, 8<sup>th</sup> ed. Prentice Hall of India PVT Limited, New Delhi.
- Organization Structure, Design and Applications: Stephen Robbins – Pearson, 3/e PHI
- Nadler, D.A. & Tushman, M. (1997): ‘Competing by design’, Oxford University Press.

**References:**

- Ackoff, R.L. (1999), ‘Recreating the corporation: A Design of Organization for the 21<sup>st</sup> century. Oxford University Press.
- Banner, D.K. & Gague, T.E. (1995), ‘Designing Effective Organizations’, Sage Publications.
- Designing Dynamic Organizations By Jay Galbraith , Diane Downey And Amy Kates
- Knowledge Management And Organization Design By Paul S Myres
- Leading Organization Design By Amy Kates And Gregory Kesler
- The Boundaryless Organization By Ron Ashkenas, Dave Ulrich, Todd Jick And Steve Kerr