## Elective Course 6: Organization Theory, Structure and Design

| Course Type: | PS: Program Specialisation | Course Credits: | 2 |
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| Course Code: | H3PE514 | Course Duration: | 30 Hours |

**Course Objective:**
- To introduce foundational concepts and theories underlying organizational structures and designs.
- To enable critical analysis of various organizational structures and their impacts on business performance.
- To develop skills in evaluating and designing effective organizational processes and systems.
- To cultivate understanding of contemporary trends in organizational theory, including agile and flat structures.
- To foster practical insights into managing organizational change and structural realignment.

**Pre-requisites:** Fundamentals of Management, Human Resource Management

**Course Outcomes:**
- CO1: Understand the fundamental principles, theories, and models of organizational design and structure.
- CO2: Analyze and apply organizational design theories to create effective and efficient organizational structures.
- CO3: Evaluate the impact of different organizational structures on business performance, strategy, and HR practices.
- CO4: Analyse the influence of technology, culture, and external environments on organizational design and structure.
- CO5: Create and implement organizational structures that align with strategic objectives and enhance organizational performance.

| Unit/ Module | Content | CO Mapping | Hours Assigned |
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| 1 | **Introduction to Organization Design and Structure** | CO1 | 2 |

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| | <ul><li>Key concepts in organizational design and structure</li><li>Relationship between organizational structure, performance, and strategy</li><li>Role of organization design in HR practices</li></ul>Introduction to Classical and Modern Organizational Design Theories | | |
| 2 | **Theoretical Foundations of Organization Design**<br>Classical organizational theory: Taylor, Weber, and Fayol<ul><li>Neoclassical theories: Human Relations, Contingency Theory</li><li>Modern organizational theories: Systems Theory, Chaos Theory</li><li>Debate on the relevance of Classical vs. Modern theories</li><li>Application of these theories in current organizational settings</li></ul> | CO1 | 3 |
| 3 | **Organizational Structure Fundamentals and Types**<ul><li>Types of organizational structures: Functional, Divisional, Matrix, Virtual, Ad hoc and Network Structures</li><li>Design of Organizational Structures: Key considerations and strategic alignment</li><li>Relationship between Organizational Structure and HR Functions</li><li>Comparative Analysis of Structure Types and their Impact on Organizational Outcomes</li></ul> | CO1, CO3 | 3 |
| 4 | **Strategic Alignment of Organization Structure**<ul><li>Mintzberg's Configurations of Organizational Structures</li><li>Chandler's Strategy-Structure Relationship</li><li>Organizational Design and Structural</li></ul> | CO3 | 3 |

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| | Transformations in National and International Contexts<br>● Role of HR to align Organizational Structure with Organizational Strategy | | |
| 5 | **Organizational Design and Performance**<br>● Linking Organizational Design with Organizational Performance<br>● Continuous Improvement through Organizational Design<br>● Impact of Design on Innovation, Productivity, and Employee Engagement<br>● Role of HR in improving Organizational Design and Performance | CO3 | 4 |
| 6 | **Technology and Organizational Design**<br>● Role of Technology in shaping Organizational Design<br>● Impact of Digital Transformation, AI, and Automation on Organizational Structures<br>● Rise of Platform-based Organizations and Remote Work Models<br>● Influence of Technology on HR Processes and Structures<br>● Future Trends in Technology - driven Organizational Design | CO4 | 3 |
| 7 | **The Role of Organizational Culture in Design**<br>● Role of Culture in Organizational Design Decisions<br>● Aligning Organizational Culture with Structure and Strategic Objectives<br>● Schein's Culture Model and Hofstede's Dimensions of Culture<br>● Shaping Organizational Culture to support Business and HR Objectives | CO4 | 3 |
| 8 | **Managing Organizational Change and Structural Adaptation** | CO2, CO4 | 4 |

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| | ● Types of Organizational Change: Transformational Vs. Incremental<br>● Managing Resistance to Change in the context of Organizational Design<br>● Models of Organizational Change: Lewin's Change Model, Kotter's 8-step process, ADKAR<br>● Importance of Organizational Agility in adapting Organizational Design to changing Environments | | |
| 9 | **Leadership, Power, and Decision-Making in Organizational Design**<br>● Impact of Leadership Styles on Organizational Structure and Design<br>● Role of Power, Politics, and Authority in shaping Structures<br>● Interplay between Leadership, Decision-Making, and Organizational Design | CO2 | 2 |
| 10 | **Contemporary Trends in Organizational Design**<br>● Agile Organizations and Holacracy<br>● Gig economy and its impact on Organizational Structures<br>● Trends in Remote Work, Virtual Teams, and Decentralized Structures<br>● AI-driven Organizational Structures and Technology-Enabled Design<br>● Future challenges and opportunities in Organizational Design | CO3, CO4 | 3 |

**Textbooks:**
1. Gareth R. Jones - Organizational Theory, Design, and Change
2. Richard L. Daft and Nishant Uppal - Understanding the Theory and Design of Organizations, 11th Edition
3. Stephen P. Robbins & Timothy A. Judge - Organizational Behavior
4. Jay R. Galbraith - Strategic Organizational Design

5. Kates, A., & Galbraith, J.R. - Designing Your Organization: Using the Star Model to Solve Critical Design Challenges

**Reference Books:**

1. Organization Development and Change by Thomas G. Cummings & Christopher G. Worley
2. The Theory and Practice of Change Management by John Hayes