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NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: ORGANIZATIONAL BEHAVIOR

MBA II Year	MBA-E336/436		Semester-III/IV		
	Organizational Structure, Design and Change				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

OBJECTIVE: The basic purpose of this course is to develop the concept of organisational structure in the students. It aims to develop and intimate understanding of the organisational environment, culture and the process of organisational change.

- Concept of Organisational Structure; Determinants of Organisational Structure, Why do Structures Differ? Types of Organisational Structure, Work Systems and People. **Case Study 1: Organisational Design: A Structural Straitjacket at Wild Wear. (8 hours)**
- Determinants of Organisational Design; Parameters of Organisational Design; Emerging Organisational Design. **(8 hours)**
- Organisation and Environment; Organisational Strategy; Power and Conflicts in Organisation. **(8 hours)**
- Organisational Decision Making and Strategy formulation; Organisational Culture; Organisational Failure. **Case Study 2: Managing Global and Workforce Diversity: Culture shock. (8 hours)**
- Organisational Change; Organisational Learning and Transformation, Process of Organisational Change. **(8 hours)**

SUGGESTED READINGS:

1. Basil, D.C. & Cook, C.W. (1997). The Management of Change, McGraw Hill, Michigan.
2. Miles, R.E. (1978). Organizational Strategy, Structure and Process. New York: McGraw Hill, New Delhi
3. Nilakant, V., & Ramnarayan, S. (1998) Managing Organizational Change, Response Books, New Delhi.
4. Paton, R.A., & McCalman, J. (2008). Change Management: A Guide to Effective Implementation, Sage Publication Lt, New Delhi.
5. Rao, M.G., & Rao, V.S.P. (1999). Organization Design, Change & Development, Discovery Publishing House, New Delhi.
6. Singh, K. (2009). Change Management, Excel Books India. Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). Managing Change: A Human Resources Strategy Approach, Harlow.Pearson Education, New Delhi.
7. Sinha, J.B.P. (2009). Culture & Organizational Behaviour. Sage Publications Pvt. Ltd, New Delhi.
8. Srivastava, S.K., & Kumari, P. (2011). Organizational Behaviour: A Comprehensive Study. New Delhi: Global Vision Publishing House, New Delhi.
9. Harigopal, K. (2006). Management of Organizational Change: Leveraging Transformation, Response Books, New Delhi.
10. Hersey, P.H., Blanchard, K.H., & Johnson, D.E. (2012). Management of Organizational Behaviour, Prentice Hall, New Delhi.