

# MBA 611: ORGANISATION STRUCTURE & BEHAVIOUR

## Part I: Organisation Structure and Processes

Semester I, 2022 – 2023; Wed, Fri: 12.00 – 1.15 pm, C2 IME

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### *Course Outline*

#### **Purpose**

We spend most of our professional lives in organisations. Not only organisations shape our identities and define our place in the society today, large corporate organisations also determine the society in many ways. They are complex social formations not given to any straightforward input – throughput - output relationships, hence the need to understand them. The purpose of this course is to introduce the participants to the practice and theory of organisations with some of its complexities. This will include an understanding of organisation goals, various designs and structures available for different organisational contexts, organisation culture, and processes like decision-making, communication and politics. The course will help build a perspective on organisation design & behaviour and link them up with various relevant theoretical streams. The first part will discuss the organisation design issues and the second part behavioural issues.

#### **Classes**

The class discussions will primarily be based on real life cases. This will require that the participant goes through the assigned readings, analyses the case for the day - preferably in small groups, and comes prepared with his/her analysis for presentation in the class. Individual/ group may volunteer to initiate class discussion and make a presentation of their analysis for a particular class.

Learning in the class will primarily happen through discussions amongst the participants and *not* through ‘lecture’ by the instructor. Thus, it becomes everybody’s responsibility to get into a constructive dialogue instead of expecting a particular individual to be *the* provider of ‘solutions’. A constructive dialogue means not only to speak, but also listen carefully and draw out some of the relatively quieter colleagues. This is not a course on oratory and hence what matters is *quality* of your participation - in speaking, listening, explaining and critiquing. The way the course is conceived, there *cannot* be almost any learning without class participation. Hence, in normal circumstances, I expect you to be present in *all* the classes. If for special reasons you are not able to attend a particular class, I expect you to explain it in writing. If you miss more than two sessions then it will invite negative weightage as it is not only that you are not attending the class as an individual but you are also depriving the rest of the class from your views and analyses. If you are coming to a class it is expected that you have prepared assigned reading and are ready with your case-analysis.

I expect you to do whole lot of activities and preparation in groups. So please make **groups of 4** right after the first class as per your choice.

## **Evaluation**

### Class Participation & Presentations (15%)

As already explained class participation is a fundamental part of learning in the course. The purpose of class presentations is to initiate the discussion on a reading/ case. The presentation may be done by a group. Please come prepared with your presentation and only present your analysis in not more than 10 minutes. I would prefer if you inform me in advance in case you want to make a presentation in a particular session. I expect every group to make *at least one* presentation during the semester. There is no weightage for repeating case facts or only asking questions. *Participation means you will present your point*. In case you are not able to present your point in the class, you are welcome to give a write-up by the next day. We can also have weekly tutorials for further discussions and follow-up.

### Take Home Assignment (10%)

I will expect a written detailed analysis from the group.

### Mid Semester Exam (25%)

It will be an in class - individual exam. The emphasis will be to examine understanding of the subject and analysis of organisational situations and issues.

## **Text**

Organization Theory Design & Change, 7/e by Gareth Jones & Mary Mathew. Delhi: Pearson Education, 2017 (OT)

## **References**

1. Organisation Theory and Design by Richard L. Daft, Singapore: Thomson Asia.
2. Organisation Theory by Stephen P Robbins, New Delhi: Prentice Hall

## MBA 611: CLASS SCHEDULE

### SESSION DETAILS

Note: All the italicised cases/ readings are assigned for class presentations, assignment for discussion has been provided either at the end of the respective case or below.

#### Module A: Introduction to the Complexities of Organisations

- I                    Organisation: an introduction  
Case: *Dashman Company*  
Read: Chapter 1, OT
- II                    Organisational Goals  
Case: *The Parable of the Sadhu*  
Read: Chapter 2, OT

#### Module B: Conventional Designs & Structures

- III & IV            Organisation Structures and Systems  
Case: *Acme & Omega, Part 1&2*  
Read: Chapter 4 & 5, OT
- V & VI              Designs of Organisations  
Case: *Jacobs Suchard*  
Read: Chapter 6, OT
- VII                  Organisation and Environment  
Read: Chapter 3, OT

#### Module C: Organisational Processes

- VIII & IX          Organisational Culture  
Case: *Cirque du Soleil*  
Read: Chapter 7, OT  
Read: *Organigraphs*
- X                    Decision Making  
Read: Chapter 12, OT
- XI                   Organisational Politics  
Film: *Office Space*  
Assignment:  
1. What are the different ways in which power manifests itself in the two organisations shown in the film?

2. What are different ways in which power is deployed by the actors concerned?
3. What do you learn about power and politics in organisations from the film?

Read: Chapter 14, OT

XII

Organisation Change and Restructuring

Case: *SEMCO*

*Assignment:*

1. What is the motivation for bringing orgn. change?
2. What aspects are being changed and why?
3. What is the manner of bringing the change?
4. How do you make the overall sense of change and what can we learn about orgn. change from it?

Read: Chapter 10, OT

XIII

Learning Organisations

Read: *Why my Former Employees Still Work for me?*

*Assignment:*

1. What is the logic that makes the orgn. work?
2. How is this logic different from the conventional organisations?
3. Compare and contrast the assumptions, causes, processes and outcomes in the two frameworks.
4. Can Semco be applied in other contexts, why and why not?