

MBA 611: ORGANISATION STRUCTURE & BEHAVIOUR

Semester I, 2017 – 2018; Wed, Fri: 12.00 – 1.30 pm, IME C1

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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, 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. In the later part, the course will go into the cutting edge problems and emerging organisation issues & relevant designs. The course will help build a perspective on organisation design & behaviour including the recent advancements and link them up with various relevant theoretical streams. Theoretical and practical advancements will be situated in their historical and social context.

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. Group/s 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 three 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 (25%)

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 small write-up by the next day. We will also have weekly tutorials for further discussions and follow-up.

Mid Semester Exam (20%)

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

Project (25%)

Take up an organisation or an organisational issue and analyse it in depth and relate to class discussions and theory. The objective is to learn from the complexities of a real life situation. Some of my ideas on the kind of projects that you can take up are being provided in the course pack. I expect you to interact with me every fortnight regarding your project. The evaluation of the project will be in two steps: interim presentation – 5%, final report – 20%.

End Semester Exam (30%)

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

This is my suggested scheme for evaluation; if any individual wants it to be specific to her needs s/he is free to suggest alternatives.

Text

Organization Theory Design & Change, 6/e by Gareth Jones & Mary Mathew. Delhi: Pearson Education, 2011 (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