

Course Outline: Organization Structure and Design (OB III)

Credits	2.0
Programme	MBA HRM Class of 2021-23
Academic year and term	2021-22, Term III
Faculty name and contact	Prof. Saikat Chakraborty Email: saikat@xim.edu.in Phone (Extn.): 7803

1. Description

Welcome to this course on Organization Structure and Design. Organizations form an essential part of our lives, impacting our thoughts and behaviour, and affecting and permeating almost all aspects of our world. Organizations are also constantly evolving and changing. Some think the organization is a tool people use to coordinate their actions to obtain something they desire or value. However, when we begin to conceptualize organizations more comprehensively, we encounter many exciting aspects worth studying.

Beyond the relevance and ubiquity of organizations, we will talk about a very pertinent subject of organization structure in this course. One can realize the influence of organization structures through task and authority relationships that control how people coordinate their actions and resources. However, designing organization structures is also possible while working in and managing organizations. This course will recognize the prime tenets of designing organization structure and the fundamental challenges of organizational design. We will tackle a host of related contingencies such as organizational environment, culture, technology, politics, etc., on which organization structure and design depends.

Beyond establishing conceptual clarity through core readings, the papers/cases chosen for this course will help build a contemporary global perspective in understanding modern-day organization structure and design issues. Efforts will also be directed towards situating organization-level issues in relation to HRM strategies. Moreover, students will find the opportunity to undertake small project work to enhance their understanding of organization structure and design problems and their strategic importance for HRM. This course will require focused reading and significant reflection and discussion. Students will be motivated to realize the importance of thinking beyond the text and developing alternative critical perspectives.

2. Learning outcomes

This course will help students to

- Understand the core concept of organization, organization structure and design, and complexities associated with designing organizational structures.
- Build capabilities to analyze the link between contemporary organization structure and design issues and HR policies and practices.
- To develop practical sensibilities to handle design and structure issues in organizations especially with a people centric focus.

3. Books and reading materials

- Textbook:** Organizational Theory, Design and Change by Gareth R Jones & Mary Mathew, 7e, Pearson (J&M)

- The papers/cases will be uploaded in the AIS **or** mailed to the students beforehand.
- Reference book: Understanding the theory and design of organizations by Richard L. Daft and Nishant Uppal, 11e, Cengage

4. Tentative session plan

Session	Topic	Coverage	Core readings	Papers/Cases
1	Introduction	1. Discussing the course outline and group requirements 2. Understanding organization and organization structure	# Course outline # Chapter 1 (J&M)	
2		Organizational environment	Chapter 3 (J&M)	Coe, N. M., Dicken, P., & Hess, M. (2008). Global production networks: realizing the potential. <i>Journal of economic geography</i> , 8(3), 271-295.
3	Principles of organizational design	Organizational design challenges	Chapter 4 (J&M)	Jensen, P. D. Ø., Larsen, M. M., & Pedersen, T. (2013). The organizational design of offshoring: Taking stock and moving forward. <i>Journal of International Management</i> , 19(4), 315-323.
4		Vertical dimension issues: hierarchy of authority and control	Chapter 5 (J&M)	D'Cruz, P., & Noronha, E. (2006). Being professional: Organizational control in Indian call centers. <i>Social Science Computer Review</i> , 24(3), 342-361.
5		Horizontal dimension issues: specialization and coordination	Chapter 6 (J&M)	Ernst, D., & Kim, L. (2002). Global production networks, knowledge diffusion, and local capability formation. <i>Research policy</i> , 31(8-9), 1417-1429.
6	Managing organization structure and design	Strategy and organizational design	# Chapter 8 (J&M) # Olson, E. M., Slater, S. F., & Hult, G. T. M. (2005). The importance of structure and process	Azmeh, S., & Nadvi, K. (2014). Asian firms and the restructuring of global value chains. <i>International Business Review</i> , 23(4), 708-717.

Session	Topic	Coverage	Core readings	Papers/Cases
			to strategy implementation. <i>Business horizons</i> , 48(1), 47-54.	
7		Cultural complexity and structure	Chapter 7 (J&M)	Suri, G. S., & Abbott, P. Y. (2013). IT cultural enclaves and social change: the interplay between Indian cultural values and Western ways of working in an Indian IT organization. <i>Information Technology for Development</i> , 19(3), 193-214.
8		Workplace technology and structure	Chapter 9 (J&M)	Tarafdar, M., & Vaidya, S. D. (2006). Challenges in the adoption of E-Commerce technologies in India: The role of organizational factors. <i>International Journal of Information Management</i> , 26(6), 428-441.
9		Organizational politics and structure	# Chapter 14 (J&M) Read the section on organizational politics # Power and Social Change (Grassroots Policy Project) # Film: Union Time (will be screened only in the class)	Chan, J., Pun, N., & Selden, M. (2013). The politics of global production: Apple, Foxconn and China's new working class. <i>New technology, Work and Employment</i> , 28(2), 100-115.
10		Organizing ethically	# Chapter 2 (J&M) # Background Watch: The Corporation-Documentary. Available at https://www.filmsforaction.org/watch/the-corporation/	Parker, M., Cheney, G., Fournier, V., & Land, C. (2014). The question of organization: A manifesto for alternatives. <i>Ephemera: Theory and Politics in Organization</i> , 14(4), 623-638. Mulla, Z. R. (2003). Corporates in India cannot afford to be ethical. <i>Management and Labour Studies</i> , 28(1), 49-53.
11, 12 & 13	Term project presentations			
14	Assimilation and wrap-up			

5. Requirements

- a. **Classes:** All COVID related guidelines of the university must be strictly complied with. The student should go through the readings without fail before the class. The faculty will initiate the session with a presentation/discussion/activity and discuss the core concepts planned for the session. After this the students in groups will give class presentations which will be followed by open house discussion on the topic.
- b. **Group formation:** Before the first session, the students should have formed 9 groups, with each group having 7 members. They are free to choose their group members and should ensure that the groups are diverse in all possible means. Please remember that the same group must be retained for both the class presentation and the term project.
- c. **Class presentation:** Please note that class presentations must be made on the papers/cases; NOT on the main reading. A list indicating the groups and the paper/case that each group would present in class must be mailed to the faculty positively by 17th Jan 2022.

The presenter group should come prepared to the class with a 20-25minutes presentation. Please keep your presentation focused on two aspects:

- i) analysis of the paper based on the concepts discussed in the core reading
- ii) lessons and implications for HRM that you can draw from the paper/case.

Every student in the group must contribute to the class presentation. If any student is absent on the day of his/her group's presentation without prior permission from the Dean and information regarding the same to the faculty, s/he will not be awarded marks for class presentation.

- d. **Term project:** Students in groups are expected to submit term project reports. The objective will be to study recent organizational design changes happening in any industry while also exposing the context. For instance, organizational designs that are emerging due to the impact of Covid-19 pandemic can be studied. Further, finding the link between organizational design changes and HRM strategy, and why and what role HR managers can play in that.

In this regard, the groups will first submit a proposal (MS Word format, maximum 500 words) based on the following format. It must be emailed to the faculty latest by 31st January 2022 for comments.

1. Title of your project
2. Group members' names
3. Name of the industry/organization chosen
4. Brief overview of the industry/organization
5. Reasons for your choice.
6. Your plan to explore the organizational design changes

7. Your plan to work out the relation between organizational design changes and HRM strategy.
8. Method or steps to collect data and analyze the data.

For their projects, the students are advised to do library research only. However, if they wish, they can collect primary data through virtual means only. They should follow all COVID guidelines of the university and strictly refrain from moving out of the campus keeping in view the COVID situation.

In the penultimate 3 sessions there will be a 20minutes presentation by each of the student groups followed by 10 minutes of Q&A. Every student in the group must contribute to the presentation. If any student is absent on the day of his/her group's presentation without prior permission from the Dean and information regarding the same to the faculty, s/he will not be awarded marks for the presentation part of the project.

After working on the suggestions, the groups will submit their final report (MS Word format, maximum 2000 words) for evaluation by the end of the last session. The students are suggested to refer to the latest American Psychological Association (APA) guidelines for better and simple presentation of their report.

- e. Class participation:** Kindly note that learning in this course will primarily happen through reflections and discussions and not through 'lecture' by the faculty. It will be everybody's responsibility to generate the learning. The course is conceived in such a way that there cannot be almost any learning without class participation. Therefore, preparing the readings before the class, and participating in class through constructive discussion is highly essential for this course.

Regular and punctual class attendance is expected from students. Attendance in class means punctual arrival to, and engagement in, an entire class session. For this course 100% attendance is expected. Student Manual of Policies will be followed for all attendance related guidelines.

- f. End Term Examination:** End term would be conducted as per the schedule. Please note that the final grading will be as per university norms.

6. Evaluation

Sl. No.	Components	Weightage (%)	Description
1.	Class participation	10	Active participation in class discussions and activities, and attendance.
2.	Class presentation	25	Based on the quality of i) Understanding of the key concepts ii) Thinking on the possible implications for HRM iii) Ability to stimulate class discussion

3.	Term project	35	Based on the quality and timely submission of i) Project proposal ii) Project presentation and handling Q&A iii) Project writeup
4.	End Term Examination	30	Closed book examination; open-ended questions and/or cases to test conceptual and critical/analytical understanding gained from the course. More details will be shared in class towards the end of the course
	Total	100	

7. Academic integrity

Students are expected to show the highest level of academic integrity in their submissions and assignments. Please follow the timelines and deadlines very strictly. Late submissions will not be entertained at all, and penalties/deductions will apply. Please reach classrooms on time and avoid unnecessary movement during the class. Please also note that students involved in academic dishonesty will be dealt with as per the Manual of Policies. Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

8. No network policy

The students must refrain from using any network enabled devices such as cell phones, tabs or any other such devices inside the classroom to avoid causing disturbance to fellow students and faculty. In case they are carrying such devices inside the classroom, they must keep it in switched off mode. Anyone found to operate such devices during the session timings shall get penalized by the Dean, School of HRM for every incident of violation noted by the instructor. No discussion or negotiation will be entertained at all with respect to this.
