**Course Syllabus**

**MGT – 213: Organizational Theory, Design, and Change**

Semester – of Academic Year 2015

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Faculty Member: Dr. Sadaf .S.S (Asst.Professor)

Course : MGT-213 Section:33787

Class Hours: 9.00- 9.50 P.M (Sun, Tue, Thru)

Office Number:181-A (Second Floor)

**Course Description & Objectives**

Business is changing at break-neck speed, so managers must be increasingly active in reorganizing their firms to gain a competitive edge.Organizational Theory, Design, and Change continues to provide students with the most up-to-date and contemporary treatment of the way managers attempt to increase organizational effectiveness. Organizations are required to continuously find better ways to compete in the rapidly changing global business environment. Survival and competition have become imperative for organizations in the current global scenario.By making organizational change the centerpiece in a discussion of organizational theory and design, this course will help students understand the importance of organizational Design and its impact on its survival.

**Learning Outcomes: Upon completion of the course the students will be able to:**

* understand the practical and integrative study of organization change & design defines basic activities in different types of function in the organization;
* Understand the relationship among organizational change, redesign, an organizational effectiveness
* Understand how each type of technology needs to be matched to a certain kind of organizational structure if an organization is to be effective
* Understand the change process and the techniques that can be used to help an organization achieve its desired future state

**Textbook:**  Organizational Theory, Design, and Change: Global Edition, 6/E- **Gareth R. Jones** – Pearson Publication

**Assessments**

Assignments (Case studies) : 5%

Test ( 2 best out of 3) : 10%

First Mid-Term : 20%

Second Mid-Term : 20%

Attendance & Participation : 5 %

Final Exam : 40%

**Attendance:** It is compulsory to attend at least 75% of all classes. Any student failing to attend 75% of the classes will not be able to sit in the Final Examination

**Make-ups:** If a student fail to attend the mid-term he has to provide a documented proof for the reason of absence in order to resist in the make-up examination. Moreover, late submission of any required assignment means getting less marks for that assignment. (Make-ups are entertained only in genuine cases).

**Policy on Academic Integrity:** Students who violate University rules on academic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on academic dishonesty will be strictly enforced.

Taking the words of others or presenting the ideas of others as your own not only prohibits you from learning the skills of academic research, it also violates the University’s Code of Academic Integrity. The University defines academic dishonesty as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.”

Please make yourself familiar with the University’s Code of Academic Integrity. There will be zero tolerance for plagiarism and cheating. Please note that the Code stipulates that you cannot submit work prepared for another course—if you want to re-use research done in previous courses, discuss details with me before you start on the paper. If you are not sure about how to represent another person’s work in an assignment, contact me for advice before submitting. The code specifies that the minimum sanction for plagiarism is an F on the particular assignment; repeated offenses carry an F for the class as the minimum penalty.

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| **No.** | **Course Learning Objective** | **Linked to Program Learning Goal(s)** | **Linked to Program Learning Objective(s)** | **Assessment Method** |
| 1 | To **identify** organizational foundations and integrate concepts of organizational theory, design, and change to evaluate and promote organizational effectiveness within diverse environments.(Knowledge) | LG5:OB 5.1 | Lecture  Collection Examples | Quiz-1 |
| 2 | To **classify** the organizational environment and utilize resource dependency theory and transaction cost theory to explain why stakeholders select different types of linkage mechanism to manage competitive interdependencies.(comprehension) | LG3:OB3.2 | Lectures  Cooperative learning | Quiz 2  Assignment |
| 3 | To **demonstrate** organizational culture and describe how socialization tactics are used to create norms and values among members and to create socially responsible organizations(Application) | LG6:OB6.2 | Lecture  Collection different examples.  Cases | Mid-Term-1  Assignment |
| 4 | To **Analyze** and evaluate organizational design and strategy within the global operations environment and differentiate strategy implementation by organizational level and environmental influences(Analyses) | LG6:OB6.3 | Lecture  Cases | Mid-term2  Quiz-3 |

**Course Coverage:**

**Week 1,2:** Organizations And Organizational Effectiveness– Defining the concept – Key Terms in

Organization change ,Why Organizations Exist,Understand the meaning of external

environment (Chapter - 1)

**Week 3 4:** Stakeholders, Managers, and Ethics- Meaning ,Definition –Organizational Stakeholders inducement contribution. Organizational Effectiveness: Satisfying Stakeholders’ Goals and Interests (Chapter 2)

**First Mid-Term .Semester Break**

**Week 5:** Organizing in a Changing Global Environment: to understand general environment & specific environment. (Chapter 3)

**Week 6 &7 :** Basic Challenges of Organizational Design:differentiation, Organizational Roles , Function Types, Vertical and Horizontal Differentiation. – (Chapter 4)

**Week 8&9:** Designing Organizational Structure: Authority and Control: How and Why Vertical Differentiation Occurs, Problems with tall hierarchies, Principle of minimum chain of command,span of control,Parkinson law The Principles of Bureaucracy - (Chapter 5)

**Second Mid-Term**

**Week 10& 11:** Designing Organizational Structure: Specialization and Coordination

Functional Structure, Control Problems in a Functional Structure, From Functional Structure to Divisional Structure,types of division structure ( Chapter 6)

**Week 12:** Creating and Managing Organizational Culture: Organizational culture & Organizational values, How is an Organization’s Culture Transmitted to its Members, Organizational Rites,Social Responsibility ,Approaches to Social Responsibility. (Chapter – 7)

**Week 13& 14:** Organizational Design and Strategy in a Changing Global Environment

Strategy and the Environment, The Value- Creation Cycle, Sources of Core Competences, Four Levels of Strategy (Chapter 8)

**Week 15:** **Types and Forms of Organizational Change:**What is Organizational Change, four types target of change,Forces for Change, Forces for and Resistances to Change , Developments in Evolutionary Change, Developments in revolutionary Change, Levin's Three-Step Change Process,Action research model , Organizational Development.(Chapter 10)

**Week 16:** **Final Exam**

**Details on the Mode of Assessment & Submission Schedule**

* **Class Activities** ………………………………………………………. **20%**
  + - Attendance & Participation ….. 5**%**
    - Assignments…………. 5**%**
    - Tests ………………….. 10%
* **Mid-term Examination** ……………………………………………… **40%**
  + - * **Mid-term exam – I 20%**
      * **(Written exam with MCQs , true & false & essay question)**
      * **Mid-term exam – II Case Analysis (individual) Assignment – 2: 20%**
      * **(Written exam with MCQs , true & false & essay question)**
* **Final Examination** ………………………………………………. **40%**

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| **Activities** | **Submission Deadlines** | **Weightage** | **Scores** |
| Attendance and Participation | Throughout the Semester | **5%** |  |
| **Class Activities – 20%** | | | |
| Two Assignments including Case analysis of  Course Learning Experience | On mutually agreed date(s) | **5%** |  |
| Three Tests | On mutually agreed date(s) | **10%** |  |
| **Mid-term Examination – I & II (40%)** | | | |
| Mid- Exam-1 | On mutually agreed date | **20%** |  |
| Mid Exam– 2 | On mutually agreed date | **20%** |  |
| Final Examination | | | |
| Final Exam | Check Exam Schedule for date of final examination | **40%** |  |