

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

Course: Organization Theory and Design (8540)
Level: MBA 3.5 Years

Semester: Spring, 2014

CHECKLIST

This packet comprises the following material:

1. Text Book
2. Assignment No.1 & 2
3. Course Outlines
4. Assignment Forms (02 sets)
5. Schedule for submitting the assignments

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below:

The Mailing Officer
Mailing Section, Block No. 28
Allama Iqbal Open University,
Sector H-8, Islamabad
Tel: (051) 9057611, 9057612

MS. MOBASHIRA ALI
Course Coordinate

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

WARNING

1. PLAGIARISM OR HIRING OF OTHER WRITER(S) FOR SOLVING THE ASSIGNMENT WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.
2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN 'AIOU PLAGIARISM POLICY'.

Course: Organization Theory and Design (8540)
Level: MBA 3.5 Years

Semester: Spring, 2014
Total Marks: 100
Pass Marks: 50

ASSIGNMENT No. 1

Units (1-5)

Note: Attempt all questions.

- Q. 1 Discuss Organizational Theory and Design historic development and its impact on organizational success or failure in detail. **(20)**
- Q. 2 Transnational model designed organizations provide best fit in today's global scenario, analyze. **(20)**
- Q. 3 Discuss types of organizational structures and highlight pros and cons associated with each type. **(20)**
- Q. 4 Discuss the factors effecting organizational design development, provide examples from Pakistani industry. **(20)**
- Q. 5 Write short notes on the following: **(10+10)**
 - (i) Mintzberg's Organizational Types
 - (ii) Organizational Structures in Pakistani Industry

GUIDELINES FOR ASSIGNMENT No. 1:

The student should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- our level of understanding of the subject; Y
- How clearly you think? H
- How well you can reflect on your knowledge & experience? H
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management? H
- How professional you are, and how much care and attention you give to what you do? H

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 2

Total Marks: 100

Pass Marks: 50

This assignment is a research-oriented activity. You are required to submit a term paper and present the same in the classroom prior to the final examination. Presentation component is compulsory for all students. You will have to participate in the activity fully and prepare a paper of about 15 to 20 pages on the topic allotted to you. The students are required to prepare two copies of Assignment No.2. Submit one copy to your teacher for evaluation and the second copy for presentation in the classrooms in the presence of your resource persons and classmates, which will be held at the end of the semester prior to final examination.

Include the following main headings in your report: -

- i) Introduction to the topic I

- ii) Important sub-topics I
- iii) Practical aspects with respect to the topic P
- iv) Review of theoretical and practical situations R
- v) Merits, demerits, deficiencies or strengths of the organization with respect to your topic M
- vi) Conclusions and recommendations C
- vii) Annex, if any A

You must use transparencies, charts or any other material for effective presentation. To avoid the duplication, a student is required to select the topic according to the last digit of his/her role number. For example, if your roll number is I-342718 then you will select topic # 8 from the given below list (last digit):

As there are five topics, you have to select the topic according to the last digit mentioned as under:

Topic	Last digit of the role number
0	1, 3
1	2, 4
2	5, 6
3	7, 8
4	0, 9

List of Topics

- 0. Organization Life Cycle O
- 1. Organizational Conflict and Politics O
- 2. Learning Organizations L
- 3. Information, Control Processes and Technology I
- 4. Global Design Strategies G

ORGANIZATIONAL THEORY AND DESIGN
DETAILED COURSE OUTLINE
Course Code (8540)

- Unit No.1: **Organization Theory and Design****
- 1.1 Organization Theory in Action
 - 1.2 Dimensions of Organization Design
 - 1.3 Evolution of Organization Theory and Design
 - 1.4 Organizational Configuration
 - 1.5 Mintzberg's Organizational Types
- Unit No.2: **Organization Structure****
- 2.1 Organizational Structure
 - 2.2 Functional, Divisional, and Geographic Design
 - 2.3 Matrix Structure
 - 2.4 Horizontal Structure
 - 2.5 Virtual Networking and Outsourcing
 - 2.6 Hybrid Structure
- Unit No.3: **Organization Strategy****
- 3.1 Role of Strategic Direction in Organization Design
 - 3.2 Organizational Purpose
 - 3.3 Assessing Organizational Effectiveness
 - 3.4 Traditional Effectiveness Approaches
 - 3.5 Balanced Scorecard Approach to Effectiveness
- Unit No.4: **External Factors and Design****
- 4.1 Relationship Between Organizations
 - 4.1.1 Organizational Ecosystems
 - 4.1.2 Resource Dependence
 - 4.1.3 Collaborative Networks
 - 4.1.4 Population Ecology
 - 4.1.5 Institutionalism
 - 4.2 Organization's Environment
 - 4.3 Changing Environment
- Unit No.5: **Global Organization Design****
- 5.1 Entering Global Arena
 - 5.2 Designing Structure to Fit Global Strategy
 - 5.3 Building Global Capabilities
 - 5.4 Cultural Differences in Coordination and Control
 - 5.5 Transnational Model of Organization

- Unit No.6: Internal Factors and Design**
- 6.1 Information and Control Processes
 - 6.1.1 Information for Decision Making and Control
 - 6.1.2 Level and Focus of Control Systems
 - 6.1.3 Adding Strategic Value: Strengthening External Coordination
 - 6.1.4 E-Business Organization Design
 - 6.2 Workplace Technology and Design
 - 6.2.1 Core and non-Core Technology
 - 6.2.2 Impact of Technology on Job Design
- Unit No.7: Organization Size and Life Cycle**
- 7.1 Organization Size: Is Bigger Better?
 - 7.2 Organization Life Cycle
 - 7.3 Organizational Size, Bureaucracy, and Control
 - 7.4 Bureaucracy in a Changing World
 - 7.5 Bureaucracy versus Other Forms of Control
 - 7.6 Organizational Decline and Downsizing
- Unit No.8: Managing Organizational Dynamic Processes**
- 8.1 Organizational Conflict and Policies
 - 8.1.1 Intergroup Conflict in Organization
 - 8.1.2 Power and Organizations
 - 8.1.3 Political Processes in Organization
 - 8.2 Organizational Decision-Making
- Unit No.9: Organizational Innovation – Dynamic Organization Process**
- 9.1 Strategic Role of Change
 - 9.2 Elements of Successful Change
 - 9.3 Technology Change
 - 9.4 New Products and Services
 - 9.5 Strategy and Structure Change
 - 9.6 Culture Change
 - 9.7 Strategy for Implementing Change

Recommended Books:

Daft L. R. (2009). *Organization Theory and Design* (10th ed.). Ohio, U.S.A.: South-Western College Pub

