

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

Course: Organization Theory and Design (8710) Semester: Autumn, 2013
Level: MS (1.5 Years)

CHECKLIST

This packet comprises the following material:

1. Text Book
2. Assignment No. 1 and 2
3. Course Outlines
4. Assignment Forms (2 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:-

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WARNING

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) 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 (8710)**
Level: **MS (1.5 Years)**

Semester: **Autumn, 2013**
Total Marks: **100**
Pass Marks: **50**

ASSIGNMENT No. 1
(Units: 1–5)

Note: Attempt all questions.

- Q. 1 How would you apply the principles of organizational theory, design and change to increase the effectiveness of the organization you are working with? Discuss the ways through which you can assess and measure organizational effectiveness. **(20)**
- Q. 2 Resource dependence theory and transaction cost theory explain the relationship between organization and its external environment. Discuss the implications of resource dependence theory and transaction cost theory for Pakistani environment about why organizations follow different kinds of interorganizational strategies to manage their environments and how to gain the resources they need to achieve their goals and create value for their stakeholders. **(20)**
- Q. 3 Organizational design is a way to identify dysfunctional aspects of work flow, procedures, structures and systems, realigns them to fit current business realities/goals and then develops plans to implement the new changes. Effective organizational design not only enhances organizational performance but also provide sustainable competitive advantage. However, managers confront various challenges while formulating organizational design. Discuss two basic organizational design challenges with respect to Pakistani environment. **(20)**
- Q. 4 Various advantages and disadvantages are associated with all kinds of organizational structure. However, most of the organizations are flattering their hierarchies and emphasizing to empower their employees. Explain what type of organizations in Pakistan preferably follow flat hierarchy and why? Support with arguments. **(20)**
- Q. 5 Write short notes on the following: **(5+5+5+5)**
 - Instrumental value
 - Span of Control
 - Cooptation
 - Business Ethics

ASSIGNMENT No. 2

Total Marks: 100

(Units: 6–9)

Pass Marks: 50

Note: Attempt all questions.

- Q. 1 How culture is shaped and shared within the organization? Does the external culture of the society play any role in creating the organizational culture? Discuss the common norms, values and beliefs of public sector organizations of Pakistan. Also highlight the influence of national culture thereupon. **(20)**
- Q. 2 Highlight the distinctive features and characteristics of conglomerate structure. What type of organizations should follow such type of structure in Pakistan? **(20)**
- Q. 3 Present era is witnessing high impact of technology on each domain of businesses. Identify some organizations in Pakistan using different types of technology as categorized by Perrow. **(20)**
- Q. 4 Discuss various models of organizational decision making. Which decision making model is practiced in your organization and which would you prefer that your organization should adopt for optimal decision making? Explain. **(20)**
- Q. 5 Write short notes on the following: **(5+5+5+5)**
- Cognitive Dissonance
 - Organizational Conflict
 - Escalation of Commitment
 - Organizational Inertia

GUIDELINES FOR ASSIGNMENTS:

You 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:

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

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. You 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.

ORGANIZATION THEORY AND DESIGN (8710) DETAILED COURSE OUTLINE

- Unit No. 1 Organization Theory and Design**
 - 1.1 Organization Theory in Action
 - 1.2 Dimensions of Organization Design
 - 1.3 Mintzberg's Organizational Types
 - 1.4 Application in Pakistani Industry
- Unit No. 2 Organization Structure**
 - 2.1 Different Types of Organizational Structures
 - 2.2 Studying Organizational Structures Visible in Pakistan
- Unit No. 3 Organizational Strategy**
 - 3.1 Strategic Organizational Designing
 - 3.2 Different Approaches to Organizational Effectiveness
 - 3.3 Pakistani Industry and Organizational Strategies
- Unit No. 4 External Factors and Design**
 - 4.1 Relationship Between Organizations
 - 4.2 External Factors and Organizational Design Developments
 - 4.3 Effect of External Factors on Organizational Designs in Pakistan
- Unit No. 5 Global Organization Design**
 - 5.1 Entering Global Arena
 - 5.2 Designing Structure to Fit Global Strategy
 - 5.3 Transnational Model of Organizations in Pakistan
- Unit No. 6 Internal Factors and Design**
 - 6.1 Information and control Processes
 - 6.2 Workplace Technology and Design
 - 6.3 Effect of Internal Factors on Organizational Designs in Pakistan
- Unit No. 7 Organization Size and Life Cycle**
 - 7.1 Organization Life Cycle
 - 7.2 Organizational Size, Bureaucracy, and Control
 - 7.3 Application in Pakistani Industry
- Unit No. 8 Managing Organizational Dynamic Processes**
 - 8.1 Organizational Conflict and Politics
 - 8.2 Organizational Decision- Making
 - 8.3 Application in Pakistani Industry
- Unit No. 9 Organizational Innovation-Dynamic Organization Process**
 - 9.1 Strategy and Change
 - 9.2 Learning Organizations
 - 9.3 Organizational Innovation in Pakistan

Recommended Books:

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

Jones, J.R. and Matthew, M. (2007) *Organizational, Theory, Design and Change*, 5th Edition, Pearson Education.