Organisation Management - Video course

COURSE OUTLINE

(a) Course Design Rationale

The Rationale and objective of the courses to impart to the student:

1. An understanding of the theory and principles of Organization Management and the resulting ability to practice effective and pragmatic management.
2. The ability to perceive issues from an overall strategic organization management perspective.
3. The means to analyse developments in an organisation's macro environment in the order to enable the organization to take advantages of changing opportunities.
4. The means to effectively understand the organization problem and harness resources to achieve the objectives of the organization and its members.
5. The ability to become a performance-oriented change agent.

(b) Course Outline

1. Introduction to the subject and the course
2. Module A: Introduction, majors schools of thought and theories
    1. Introduction to organizational management, nature , scope and complexity
    2. Longitudinal thinking and legacy factor
    3. Theory and majors schools of thought and framework of organizational analysis
    4. Systems contingency approach to organization theory and practice; techniques of organizational diagnosis
    5. Theory of organizational structures – nature and consequence of structure
3. Module B: Impact of structure, organization change and intervention strategy
    1. Socio-culture dimension of work and behavior
    2. Impact of Environment and cultural variables on organization structure & Style
    3. Organization change & Organization development
    4. Intervention strategies for organization development - Individual, Group & Interpersonal Interventions
    5. Total System Intervention & Stabilizing Change, MBO
4. Module C: Environment Analysis & Impact: Automation, Interdependence & Evaluation Issues
    1. Nature of Organizational Processes
    2. Environmental analysis Techniques & impact for organizational growth
    3. Issues of Mechanization, Automation & Computerization
    4. Organization Interdependence
    5. Organization Evaluation.

COURSE DETAIL

S.No.	Content	Hours
1	Introduction to the subject and the course	1 hr

NPTEL

http://nptel.iitm.ac.in

Management

Pre-requisites:

Basic knowledge of principles of management suitable to the first year of MBA education /B.Tech final year.

Additional Reading:

1. Gupta, Jatinder N.D.; and Sharma, Sushil, K. - "Creating Knowledge-based Organisation" -Idea Group Publishing 2004.

2. Ferreira, S.D.M. and M. Neto, (2005), "Knowledge management and social learning: exploring the cognitive dimension of development", Vol. 1(3), 4-17.

3. Tiwana, Amrit - "The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms", Peartson education, 2002.

4. Demystifying & Applying Knowledge Management in UNDP - ESCAP-UNDP KM workshop, 7 March 2005, Bangkok

5. Volberda, Henk W. - *Building the Flexible Firm: How to remain competitive* - Oxford University Press, Oxford, 1998.

6. Smith, M.K. (2001), 'Chris Argyris: theories of action, doubl-loop learning and organizational learning', *the encyclopedia of informal education,* www.infed.org/thinkers/argyris.htm

7. Dickson, Tim (Ed.) "Mastering Global Business" - Prentice Hall, London, 1999.

8. Pucik Vladimir, Tichy Noel M. and Barnett, Carole K. (Ed.) -

2	**Module A: Introduction, majors schools of thought and theories**	
2.1	Introduction to organizational management, nature , scope and complexity	**3 hrs**
2.2	Longitudinal thinking and legacy factor	**2 hrs**
2.3	Theory and majors schools of thought and framework of organizational analysis	**3 hrs**
2.4	Systems contingency approach to organization theory and practice; techniques of organizational diagnosis.	**2 hrs**
2.5	Theory of organizational structures - nature and consequence of structure	**2 hrs**
3	**Module B: Impact of structure, organization change and intervention strategy**	
3.1	Socio-culture dimension of work and behavior	**3 hrs**
3.2	Impact of Environment and cultural variables on organization structure & Style	**4 hrs**
3.3	Organization change & Organisation development	**3 hrs**
3.4	Intervention strategies for organization development - Individual, Group & Interpersonal Interventions	**4 hrs**
3.5	Total System Intervention & Stabilising Change, MBO	**2 hrs**
4	**Module C: Environment Analysis & Impact: Automation, Interdependence & Evaluation Issues**	
4.1	Nature of Organisational Processes	**2 hrs**
4.2	Environmental analysis Techniques & impact for organizational growth	**2 hrs**
4.3	Issues of Mechnisation, Automation & Computerisation	**2 hrs**
4.4	Organisation Interdependence	**2 hrs**

Barnett, Carole K. (Ed.) - "Globalising Management: creating and Leading the Competitive Organisation", John wiley & Sons Inc., 1993.

Coordinators:

Prof. Vinayshil Gautam
Department of Management StudiesIIT Delhi

4.5	Organisation Evaluation		**3 hrs**
		Total Hours	**40**

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References:

1. Abelon, Daniel & Hilpert, Edwin J., - "Communication in the Modern Corporate Environment", Prentice Hall, 19966.

2. Anthony, P.D. - "The Ideology of Work", Tavistock Publications, 1977.

3. Beer, Stafford - "TheHeart of Enterprise", Penguin Press, London, 1975

4. Chen, G.; Jamieson, J.M; Schkade, L.L. and Smith, C.H. - "The General theory of Systems Applied to Management and Organisation", Intersystems Publications, New York, 1980.

5. Coulson - Thomas Colin - "The future of the Organisation: Achieving Excellence through Bussiness Transformation", Kogen Page, 1997

6. Davidson, Mike - "The Transformation of Management", McMillan Business, 1995.

7. Ferrell, Mary Zey (Ed.) - "Readings on Dimensions of Organisations: environment, Context, Structure, Process and Performance", Good Year Publishing Campany, California, 1979.

8. Flood, R.L. and Jackson, M.C. - Cybernetics and organization Theory -" A Critical review", Cybernetics and Systems, No. 1 Vol. 14, 1988 Hemisphere Publishing Corporation, New York, 1988.

9. Gautam Vinayshil -"Issues in Organisation Management: Predilections & Potential", Global Business Press, New Delhi 1992

10. Gupta P.P. - "Managing Innovations" : The CMC Experience,: Indian Journal of Training and Development (PP 10-12) Vol. XVII No. 4, July-August 1987.

11. Hall, Richard H. (Ed.) - "Formal Organisation", Basic Neks Inc. Publishers, New York 1972.

12. Harris, Thomas A. - "I am OK, you are OK", Harpex and Row, New York, 1967.

13. Harrison, G.A. "Human Adaptation", Oxford Science Publication, 1993

14. Herbiniak, Lawrence, G. - "Complex Organisations", West Publishing Co., 1978.

15. Kotter, Jhon P. - " Organisation Dynamics: Diagnosis and Intervention", Addison Wesley Publishing Co., New York 1978.

16. Lahiri, Sugato - "Learning via Lab", Business World, 6-12 Nov. 1991.

17. Morgan gareth - "Images of Organisations", Sage publications, 1986.

18. Schein, Edgar - "Organisational Psychology", Prentics Hall of India, New Delhi, 1969.

19. Tannenbaum, Arnold S. - "Control in Organisations", McGraw Hill Book Co., New York 1968.

20. Wieland, George F. and Ullrich, Robert A. "Organisations: Behaviour, Design and Change", Richards Irwin Inc. Illinois, 1970.