Master of International Business

Course Title: **Organizational Design**
Contact Hours: 20
ECTS Credits: 3

➤ **DESCRIPTION AND LEARNING OBJECTIVES OF THE COURSE**

This course focuses on effective organizational design, with a special emphasis on innovative architectures that can provide a strategic advantage under the conditions of constant change.

From a theoretical angle, this advanced course in organizational theory provides an overview of most influential and cutting edge theoretical perspectives, as they relate to organizational architecture.

From a practical angle, a range of empirical approaches will be used for reflective thinking on typical organizational dilemmas. The critical objective here is to bring students up to date on key developments in each area, and to discuss the relationships between them.

Throughout, students are expected to critically evaluate empirical approaches, recognize and contrast underlying theoretical perspectives, and eventually, balance theoretical concepts and techniques with a pragmatic outlook on the realities of today's organizational environments.

This course should be particularly valuable for students who are:

(1) Consultants helping companies develop effective and people-oriented organizational architectures;
(2) Entrepreneurs looking to upgrade organizational architecture to create strategic advantage for their companies;
(3) Leaders designing innovative methods of managing work to achieve their goals in any kind of organization;
(4) Specialists, whose primary interests go beyond the organizational theory, looking to apply the underlying theoretical ideas in other management domains and social science in general.

➤ **TOPICS OF EACH SESSION OR SUMMARY OF THE COURSE**

Concept of Organizational Design and Structure; Goal Achievement; Strategic Planning; Organizational Design; Leadership and Control; Knowledge Management and the Learning Organization; Diversity and Conflict; Technology, Structure, Change, and the Environment; Researching Organizational Behaviour and Design.

➤ **EVALUATION AND GRADING**

Class Contribution (Includes attendance, quality and quantity participation)   30%

Assignments (5 group assignments)   30%

Final Exam (oral and written parts)   40%

➤ **BIBLIOGRAPHY**

The following book is required for the course:

Kates Amy and Jay R. Galbraith (2007) - Designing Your Organization. Jossey-Bass. ISBN: 9780787994945.

Additional readings are optional, although reading these books is also highly recommended:

Hamel Gary (2007) - The Future of Management. Harvard Business School Press, 2007. ISBN: 9781422102503.

Surowiecki James (2005) - The Wisdom of Crowds. Anchor/Random House, 2005. ISBN: 9780385721707.

Prahalad C.K. and Hamel Gary (2011) - Competing for the Future. Harvard Business School Press. ISBN: 9780875847160.

Burton Richard M., Eriksen Bo H., Hakonsson Dorthe Dojbak, Knudsen Thorbjorn, Snow Charles C. (2008) - Designing Organizations 21st Century Approaches. Springer US. ISBN:9780387777757.