

ORGANIZATION DESIGN

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Course designed for all Master Students of the Program “Human Resource Management”

I – LEARNING OUTCOMES

The objective of this course is to equip students with the modern methods of organizational analysis at corporate, business and department level. The emphasis will be given on case analysis, role playing, computer-aided design and simulation.

II – CONTENT

Session 1. Introduction to organizational design

- Origins of the modern organization design
- Applied and theoretical studies on strategies and structures in the last 40 years
- Levels of analysis and design – corporation, business unit, department.

Session 2. Synthetic theory of organization design

- Major factors of organization design
- The concepts of strategic and organization fits
- Four types of organizations

Session 3. Corporate structures

- Major types of corporate structures – M-, H-, C- forms of corporations
- The concept of Strategic Business Unit
- Evolution of corporate structures in 1990-2000s
- Satellite model of a corporation

Session 4. Structures of SBU

- Major types of organizational structures – Minzberg’s model
- Applied diagnostics of organizational characteristics
- Synthesis of organizational characteristics and evaluation of fit

Session 5. Department structures

- Line and functional departments
- Value analysis and value engineering in organizational design
- Top-down and bottom-up approaches

Sessions 6. Politics and Policy of organizational design

- The role of HR function in organizational design
- Devolvement and involvement in organizational design

III – TEACHING METHODS

The course is the mix of lectures (Sessions 1-5) with individual student presentations and the final seminars (Sessions 8-10) devoted to group discussion.

IV – ASSESSMENT METHODS

Participants will be evaluated (1) on the basis of the individual presentation of case analysis which will be accounted for 30% of the final grade, (2) the written essay (50% of grade); and an oral exam (20% of grade).

V – REFERENCE BOOKS

Burton, R., Obel B. Organizational Analysis for Strategic Change. 2nd Ed.
Dodrecht: Kluwer Academic Publishers, 1998.

Gurkov I. Reader and Source-book in Organizational Design. HSE, 2007

Computer-aided diagnostic and simulation tool Organizational Consultant,
Version 9.0 Educational will be available for all students for preparation of essays.