

Organizational Design Change and Transformation
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Module - 01
Lecture - 02
Introduction to Organizational Design

[FL]. We continue with our discussion on the topic Introduction to Organizations this is module 1 lecture 2.

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The slide features a blue header with the IIT Kharagpur logo and the Vinod Gupta School of Management logo. Below the header, a blue banner reads "NPTEL ONLINE CERTIFICATION COURSES". The main content area has an orange background with the title "ORGANIZATIONAL DESIGN, CHANGE AND TRANSFORMATION" and the instructor's name "DR. SANGEETA SAHNEY, PROFESSOR, VGSOM, IIT KHARAGPUR". A green box highlights "Module 1" and a blue box highlights "Lecture 2". To the right is an illustration of a pyramid with icons representing organizational structure and people. At the bottom, a yellow box contains a detailed list of topics: "What is an organization?; Why do organizations exist? How do organizations create value? Organizational theory, structure, culture, change, and design; Evolution of organization theory and design; Dimensions of organizational design; Organizational configuration; How do contingency factors influence the design of organizations? Assessing and measuring organizational effectiveness; Approaches to measure effectiveness; Organizational stakeholders and organizational effectiveness; Challenges faced by organizations."

So, in the previous lecture we have spoken about what an organization is, why do they exist, how do organizations create value.

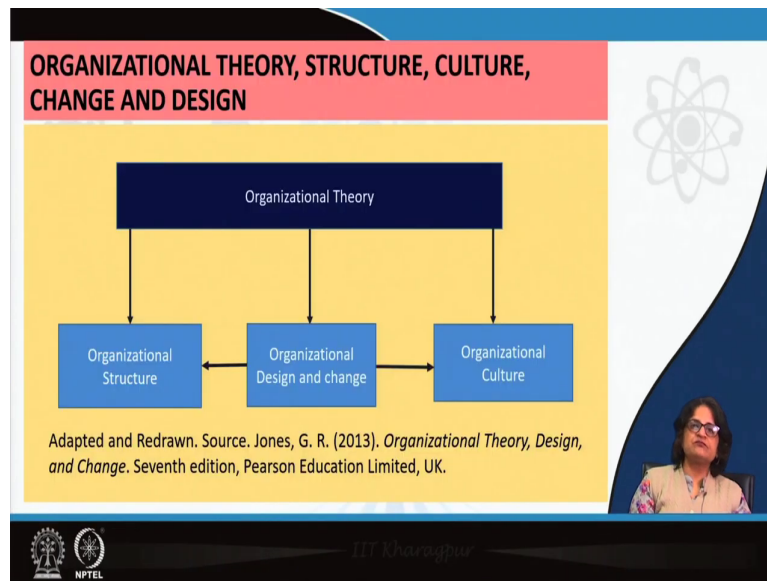
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In this lecture we will be speaking about organizational theory, structure, culture, change and design. And thereafter we will be talking about the evolution of organizational theory and design. Now, in the first part of the lecture where I will be speaking about organizational theory, structure, culture, change and design I will basically be giving you a brief description all of these concepts..

Because, as we progress in this lecture we will be we will actually be dealing with all of these topics in greater detail ok. So, we will start with organizational theory, structure, culture, change and design and thereafter I will be moving to how does how do how does organizational theory and design, how has it evolved.

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So, organizational theory if we see you know includes decisions or issues pertaining to structure, pertaining to design and change, pertaining to culture ok. And when we talk about the organizational design and change you see it affects structure, it also affects culture and the relationship between all of these is very intertwined ok.

So, we will as we go on we will see that how structure affects, organizational design and change, how does design and change affect structure, how does design and change affect culture, how does culture get affected by design and change. I mean the relationships are very very complex and very very complicated. Structure is a part of the organizational theory research.

Organizational design and change also again a part of research on organizational theory, organizational culture again a part of research on organizational theory. So, similarly

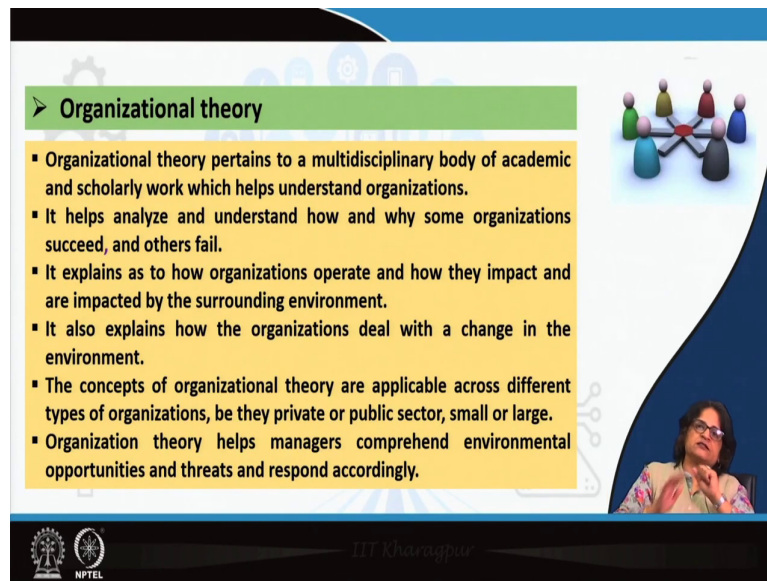
organizational theory when we talk of it; it deals with the structure, it deals with design it deals with change it deals with culture.

Culture is affected by the you know by perspectives in organizational theory. Structure is also affected by perspectives in organizational theory, and we see organizational design and change is affected you know by structure effect structure; similarly, it affects culture it is affected by culture.

So, all of these is very very intertwined you know and when we talk about organizational design and organizational change, when that happens it become a change happens in the structure change happens in the culture and all of this is highly interrelated. So, we will basic we will start with how does structure affect change and design, and how does change and design affect structure, how does culture affect design and change, how does design and change affect culture.

Because, you know when things change, culture changes; also when culture change, things change design changes. Similarly, when organizational design changes it means a change in the structure. As organizational structure changes there is change in the organization; so everything is very very complex.

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Organizational theory

- Organizational theory pertains to a multidisciplinary body of academic and scholarly work which helps understand organizations.
- It helps analyze and understand how and why some organizations succeed, and others fail.
- It explains as to how organizations operate and how they impact and are impacted by the surrounding environment.
- It also explains how the organizations deal with a change in the environment.
- The concepts of organizational theory are applicable across different types of organizations, be they private or public sector, small or large.
- Organization theory helps managers comprehend environmental opportunities and threats and respond accordingly.

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So, we will start first with what is organizational theory? Now, organizational theory pertains to a highly multi disciplinary multifaceted body of academic and scholarly work which helps us understand organizations. It basically helps us understand why is it that some organizations succeed, why is it that some organizations fail. Even in today's day and age if you see you know there are some organizations which have a long life which have been there for years and years.

And there are organizations which have had very short life spans, they the other owners or the management or the entrepreneurs have made quick money, and either sold off the businesses or you know kind of the organization has died a natural death. So, so, why is does it happen, why is it that some organizations succeed and others fail.

Organization theory also helps us explain how organizations operate, and how they impact or are impacted by the surrounding environment. I just told you in the previous lecture that you know when the organizations are complex entities where there are people there are interactions there are relationships, network of relation a network of relationships with internal and external stakeholders.

And there is an input transformation output process where the output stage where you start with inputs and they are transformed into a final output which is released into the market. And so, so organizations exist to satisfy a need or a want to satisfy societal needs. Now, organizations I also told you are surrounded by an environment and the environment is something which affects organizational performance.

In the subsequent lectures we will be talking about the different components of the environment. Now, the environment offers, opportunities and threats to an organization and any opportunity or any threat has to be responded to has you know companies have to respond to them through their strategies through their tactics. So, the organizational theory also helps us explain how organizations operate in such environments and how do they impact the environment as well as impacted by the environment.

Because you know if organizations are impacted through opportunities and threats, organizations also bring about a change in the environment. You know through the kind of offerings that they release into the environment, through the kinds of goods services, through the kind of ideas that they offer to the market or to the people.

So, the change is happening both ways organizational theory will help us understand how organizations operate and how they impact and are impacted by the surrounding environment, how do they change how do they deal with change in the environment. And the concepts are applicable across all kinds of organizations as I just said you know in my previous lecture as well that organizations may be large small they may be owned publicly by the government or by the government or they may be owned privately ok..

They may be for profit they may be not for profit, but any and every organization has similar characteristics, similar you know some similar acts of performance. So, the concepts of organizational theory are applicable across different kinds of organizations. And the organizational theory helps managers comprehend and understand these opportunities and threats and respond to them.

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The slide features a green header with the title 'Organizational structure'. Below the header is a yellow box containing four bullet points. To the right of the text is a diagram titled 'HIERARCHICAL ORGANIZATIONS' showing a tree structure of human icons. At the bottom right of the slide, there is a small video inset of a woman speaking. The footer includes the NPTEL logo and the name 'Dr. Khanspur'.

Organizational structure

- The officially prescribed arrangement of jobs manifests as the organizational structure.
- It is illustrative of the task and authority relationships that govern the manner in which people coordinate with each other and perform their tasks so that goals and objectives can be achieved.
- The organizational structure depicts the superior-subordinate role and responsibility, power structure, and reporting relationship.
- Organizational structure affects strategy implementation and determines how much value the organization can create.

HIERARCHICAL ORGANIZATIONS

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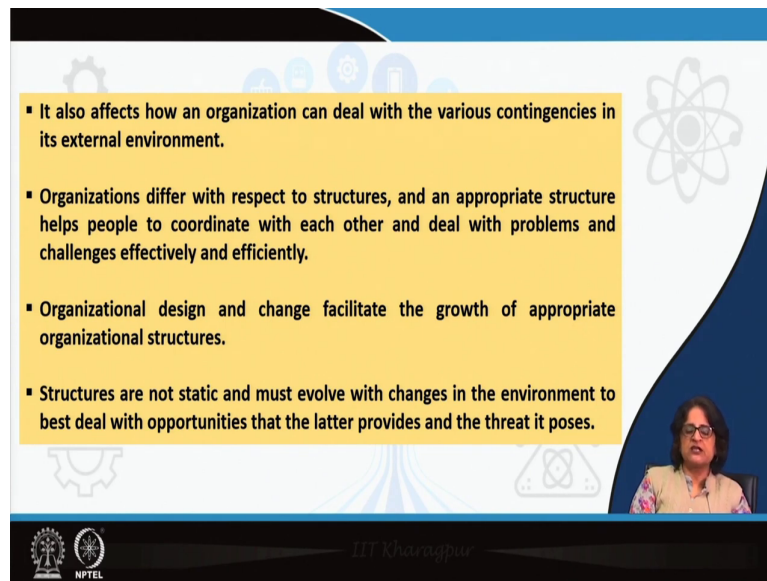
The second thing that we come to is organization structure; this is again another term which we shall be speaking of again and again. What is an organizational structure? The organizational structure is a prescribed arrangement of jobs which is which manifests as the organizational structure ok. So, it is the prescribed arrangement of jobs which manifests as the organizational structure.

So, you know it is illustrative of the task and authority relationships that govern a manner in which people will coordinate with each other and perform their tasks perform their roles; so, that the goals and objectives can be achieved. So, if we have to define an organization structure we say the officially prescribed arrangement of jobs, manifests as the organizational structure. It is the of prescribed arrangement of jobs which manifests as the organizational structure.

So, it is it would clearly showcase the task and authority relationships that govern the manner in which people coordinate with each other and they perform their tasks, they perform their roles; so, that organizational objectives can be achieved. Now, the organizational structure clearly shows the superior subordinate role and responsibility, power structure and reporting relationship.

So, it shows the superior subordinate roles and responsibility, the power structure and the reporting relationship. It also you know the organized it the organization structure affects how a strategy is implemented and also affects or determines the amount of value that an organization can actually create. So, it depicts a superior subordinate role and responsibility the power structure and the reporting relationships.

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- It also affects how an organization can deal with the various contingencies in its external environment.
- Organizations differ with respect to structures, and an appropriate structure helps people to coordinate with each other and deal with problems and challenges effectively and efficiently.
- Organizational design and change facilitate the growth of appropriate organizational structures.
- Structures are not static and must evolve with changes in the environment to best deal with opportunities that the latter provides and the threat it poses.

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When we talk of a structure we also have to add on here that it you know when we talk of how they will react to the environment and how they will respond In a way the organization you know the organization structure also affects, how the you know how the organization will be able to deal with various contingencies in the external environment.

Now, what are contingencies, we will be discussing subsequently; also to understand that you know organizations differ from one another with respect to their structures. And appropriate structure helps people to coordinate with each other and helps them deal with problems and challenges effectively and efficiently.

In other ways for some organizations a centralized structure may be good for another a decentralized may be good. For some organizations you know a lot of dependence may be on technology for some dependence may be on people; so, again the structure will differ.

So, in today's day and age we are moving beyond the traditional structures to more of virtual structures which we will discuss subsequent in the subsequent classes. So, organizations differ with respect to structures and an appropriate structure will help people coordinate with each other and deal with problems and challenges more effectively and efficiently.

Organization design and change facilitate the growth of appropriate organizational structures, I just told you in the previous slide that you know design and change affect the structure. And so, you know structures are not at all static they have to evolve with the environment and they have to best deal with opportunity to in order to deal you know in order to take a maximum advantage of the opportunities that exist.

Organizations have to be very careful about their designs the their decisions with respect to organization structure. So, structures are not static and they must evolve with changes in the environment to best deal with opportunities and that the environment you know provides and the threat and also deal with the threat that it poses. So, structures are not static and must evolve with changes in the environment to dell to best deal with the opportunities that the environment offers and the threat that it poses.

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➤ **Organizational culture**

- Organizational culture is the collection of values, beliefs, norms and ethics, shared by the people in the organization.
- It comprises the collective and shared values and norms that guide employees' interactions both within and outside the organization.
- As organizational structures evolve, cultures also change.
- Both structure and culture shape and control people's behaviour. They both affect the way in which people perceive situations and changes in the environment, and how they respond to them.
- Akin to organizational structure, organizational culture also evolves. Organizational design and change help in the evolution of culture.

The slide features a green header with the title, a yellow background for the text, and a blue sidebar with an illustration of people and gears. A small inset video shows a woman speaking. Logos for IIT Kharagpur and NPTEL are at the bottom.

The next thing that we talk of is culture now what is culture. So, organize you know when we talk of our culture, we talk of our values, our beliefs our ethics, our customs, our traditions. These are values of these are this is the culture of a society or the culture of a nation. Similarly, organizations also have cultures, and organizational culture is a collection of values, beliefs, norms, and ethics which are shared by people in the organization.

So, it comprises the collective and shared values and norms that guide peoples interactions, peoples behaviors both within an organization and organize and outside the organization. So, you know if you saw in the first slide of this presentation we share I showed that you know there is structure which you know is affected by design and change, and design and change also affect culture.

And I said that the relationship is very very complex; so, as organization structures evolve cultures also change. So, both structure and culture actually shape and control people's behavior, they affect the way in which people perceive situations and changes. In the way they affect the manner in which people perceive the situations they affect the manner in which people perceive changes in the environment.

And how the people must respond to them or react to them; so, both structure and culture affect the manner in which people perceive situations, the manner in which people perceive changes in the environment, and how they respond to them. So, similar to organization structure, organizational culture also evolves, an organization design and change help in the evolution of culture.

So, you know it as I just said organizational culture, design, change, strategy they are all intertwined they are all related to each other. So, when we talk of culture or organizational culture we are talking of the values, beliefs, norms and ethics which are shared by the people in the organization. They affect their behaviors both within and outside the organization as structures evolve cultures also change.

And both structure and culture they shape and control peoples behaviors, they affect the way in which people. Perceive the situation, they affect the way in which people perceive the changes in the environment and they also affect the way in which people respond to them.

So, the both structure and culture affect the way in which people perceive situations and changes in the environment and how they respond to them. And just similar to organizational structure, organizational culture also evolves an organizational design and change help in the evolution of culture.

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Organizational change

- Organizational change is defined as the process by which an organization moves from the current state that they are into a desired future state with the aim of enhancing their effectiveness.
- It is perceived as a process of organizational redesign and transformation, and hence it is related to organizational design.
- It involves redesigning of organizational structures as well as culture.
- The objective is to find out newer and better ways of using manpower and other resources to strengthen the organizational ability to create value.
- Both organizational structure and culture are fundamental and help in bringing about organizational change.

The slide includes a diagram in the top right corner showing a cycle of change processes: ADJUST, CHANGE, COPY, TRANSITION, and TRANSFORM. A person is depicted standing in the center of this cycle. The slide also features the NPTEL logo and the name 'Dr. Khurshida' at the bottom.

Now, we come to organizational change; so, what is organizational change? Now, organizational change as defined as a process by which organizations move from a current state to a desired state. So, that they can enhance their effectiveness; so, that they can enhance the efficiency so, it is a it is perceived as a process of organizational redesign and transformation and so, it is related to organizational design.

Again, it is perceived as a process of organizational redesign and transformation and so, it is related to organizational design. So, it involves redesigning the structure as well as the culture. And the objective is to find out newer and better ways of using resources your physical resources, your human resources, your financial resources to strengthen the organizations ability to create value.

So, the objective or the aim is to find out better ways of using resources whether it is human resources, capital resources, physical resources, your you know machinery etcetera to strength to strengthen the organizational abilities; so, that it can enhance its value creating abilities..

And both structure and culture are fundamental and help in bringing about organizational change. So, organizational change is a process of redesign and re and as a process of redesign and transformation and it is related to organizational design ok. It involves the redesigning of organizational structures, it involves a redesigning of culture, and it is a process by which organizations move from a current state to a desired future state; so, that they can enhance their overall effectiveness.

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Organizational design

- While organizational structure and culture act as means to achieve organizational goals, organizational design is the rationale regarding the choice of the various means.
- It is the process of managing structural and cultural characteristics pertaining to the organization so that it can function effectively and efficiently and attain its objectives.
- It involves decisions pertaining to work specialization, departmentalization, chain of command, a span of control, centralization and decentralization, and formalization.
- Decisions pertaining to work specialization, departmentalization, chain of command, a span of control, centralization and decentralization, and formalization vary across organizations, and what would be appropriate for one organization may not be apt for another.
- Such characteristics guide and direct employees' behaviours within and outside the organization.

The slide includes a diagram of organizational structure with two columns labeled 'Vertical' and 'Horizontal', showing a hierarchy of figures. A small inset video shows a woman speaking.

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Next we come to organizational design; now, while structure and culture you know they act as a means to achieving the goals of the organization. Organizational design is the rationale

behind the regarding the choice of the various means, I repeat while structure and culture act as means to achieve goals. The organizational design is the rationale or forms the reasoning regarding the choice of the means choice of the means, means the choice of organizational structure and culture.

So, organizational design is the process of managing structural characteristics and cultural characteristics, pertaining to the organization. So, that it can perform effectively and efficiently and it can attain its objectives. So, it involves decisions pertaining to work specialization, departmentalization, chain of command, span of control, centralization and decentralization and formalization.

Now, what is work specialization or departmentalization or chain of command or a span of control or centralization and decentralization and formalization. This is something which we will be dealing with subsequently in our lectures and we will go in great depth into each one of these.

So, decisions regarding work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization vary across organizations. And what would be appropriate for one organization may not be appropriate or apt for another organization.

So, we will see the you know how and why organizations decide matters regarding the work specialization or departmentalization, or chain of command, or span of control or centralization and decentralization and formalization. Keeping in mind the environment in which they operate, keeping in mind the goals, keeping in mind the resources, keeping in mind their constraints and so forth.

So, we will be discussing this in subsequent lectures, because the kind of decisions which are taken for one organization may not be apt for another organization, why? Because, all organizations operate under different environmental conditions, their internal and external environments are different.

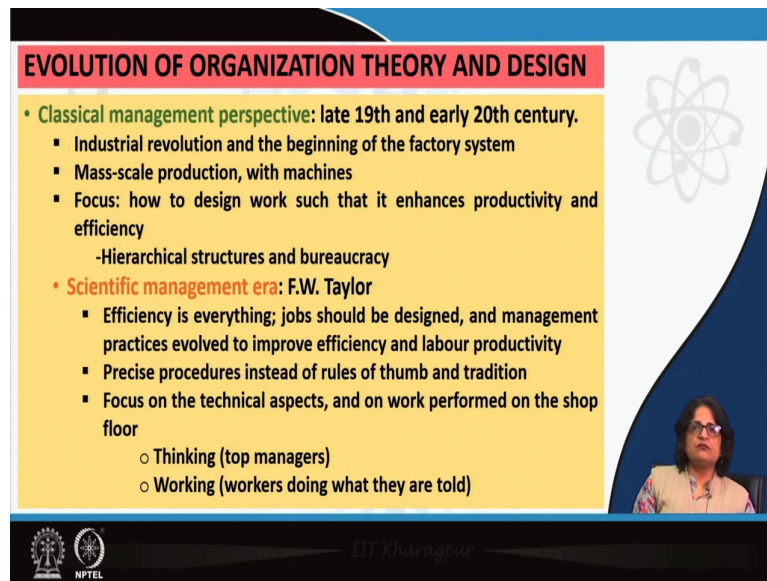
Their goals and objectives are also different and because of differences in goals and objectives and because of difference in the environment in which the organizations exist and operate. They must decide differently regarding matters of work specialization, departmentalization, chain of command, span of control, centralization and decentralization reform and formalization.

So, you know the decisions have to be taken keeping in mind the goals, keeping in mind the resources and constraints, and keeping in mind the environment in which the organization operates. So, decisions pertaining to all of these work you know for example, work specialization or departmentalization or chain of command or span of control or centralization and decentralization and formalization will vary from company to company from organization to organization.

And such characteristics will guide and direct peoples behaviours within an organization. So, we see that while structure and culture act as a means to achieve the you know objectives or the goals of an organization, it is the organizational design, which forms the rationale regarding the choice of the structure and of the culture.

So, it is a process of managing the structure and cultural characteristics pertaining to an organization. So, that the organization can work more effectively and efficiently and attain its goals.

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EVOLUTION OF ORGANIZATION THEORY AND DESIGN

- **Classical management perspective:** late 19th and early 20th century.
 - Industrial revolution and the beginning of the factory system
 - Mass-scale production, with machines
 - Focus: how to design work such that it enhances productivity and efficiency
 - Hierarchical structures and bureaucracy
- **Scientific management era:** F.W. Taylor
 - Efficiency is everything; jobs should be designed, and management practices evolved to improve efficiency and labour productivity
 - Precise procedures instead of rules of thumb and tradition
 - Focus on the technical aspects, and on work performed on the shop floor
 - Thinking (top managers)
 - Working (workers doing what they are told)

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Now, we come to the next part of our lecture which is on evolution of organization theory and design, how has organizational theory and design evolved ok. So, this is evolution of organizational theory and design. Now, we start with the classical management perspective, which was there in the late 19th and early 20th century where the world had witnessed the industrial revolution and the beginning of the factory system.

There was mass scale production with machines, the focus was how to design work; so, that it enhances productivity and efficiency. So, the structures our highly hierarchical structures and very bureaucratic and this was also the scientific management era of Taylor and he of F W Taylor who believed that efficiency is everything. Jobs must be designed and management practices must be evolved to improve productivity to improve efficiency.

So, the focus was on precise procedures instead of rules of thumb and tradition, focus was on technical aspects and on work performed on the shop floor. So, it is a clear cut hierarchy of the top manager others who would be the thinking who would be performing the thinking role and there was the workers who would be doing what they are told.

So, clear cut demarcation between thinking and working; so, the top manager's role was to think. So, it is a thinking role and the workers were supposed to do what they have been told; so, it was a working role; so, thinking versus working roles.

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• **Administrative principles: Henri Fayol**

- Fourteen principles of management pertaining to organizational design and operation
- Principles form the underpinning for modern management practices

• *Administrative principles resulted in bureaucracy in organizations; it has led to managing organizations impersonally and rationally, with clearly defined authority and responsibility relationships, documentation and record keeping, and uniform application of rules and procedures.*

• *The Classical perspective, i.e., the Scientific management and Administrative principles, directed organizations towards higher productivity and efficiency.*

• *However, the social context and human needs were ignored.*

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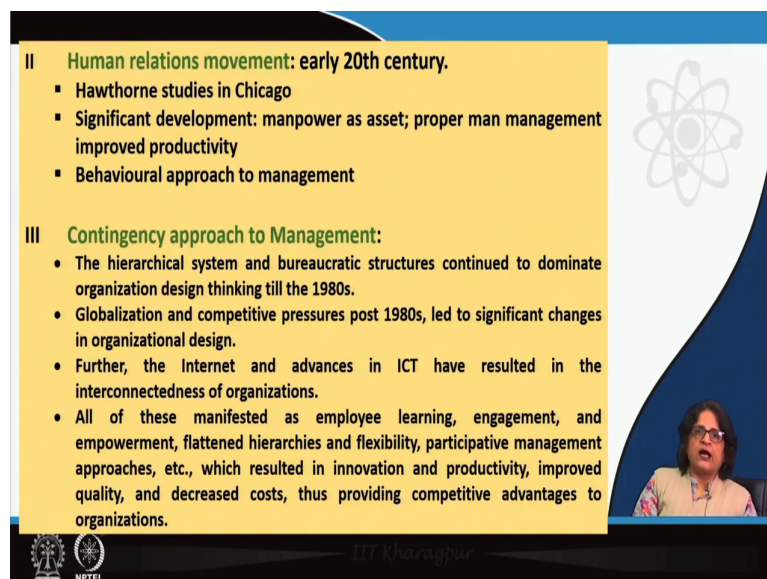
And then we also had you know the administrative principles by Henri Fayol who proposed the fourteen principles of management pertaining to organizational design and operation. And these principles form the very foundation of the modern management practices. So,

administrative principles resulted in bureaucracy in organizations, it has led to managing organizations very rationally impersonally with clearly defined roles and responsibilities.

It is clearly defined authority and responsibility relationships, documentation record keeping and uniform application of rules and regulations and standardized operating procedures. Now, the classical perspective that is what we just spoke of the scientific management by Taylor and the administrative principles by Henri Fayol, directed organizations towards greater productivity and efficiency.

If you see what was the focus was efficiency productivity you know hierarchy and authority responsibility relationships, you know work procedures, but, but the social context and the human needs were ignored.

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The slide features a yellow background with a blue wave graphic on the right side. A speaker is visible in a small window in the bottom right corner. The text on the slide is as follows:

II Human relations movement: early 20th century.

- Hawthorne studies in Chicago
- Significant development: manpower as asset; proper man management improved productivity
- Behavioural approach to management

III Contingency approach to Management:

- The hierarchical system and bureaucratic structures continued to dominate organization design thinking till the 1980s.
- Globalization and competitive pressures post 1980s, led to significant changes in organizational design.
- Further, the Internet and advances in ICT have resulted in the interconnectedness of organizations.
- All of these manifested as employee learning, engagement, and empowerment, flattened hierarchies and flexibility, participative management approaches, etc., which resulted in innovation and productivity, improved quality, and decreased costs, thus providing competitive advantages to organizations.

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And that were taken care of in this next perspective which came about in the 1930' which was the human relations movement with certain studies conducted in Chicago, which the experiments came very famously came to be known as the Hawthorne studies which where the findings were that manpower is an important asset and proper man management improved productivity. So, that laid the foundation of the behavioral approach to management.

And then of course, we had the third you know stage which is the contingency approach to management where it is emphasized that organizations operate in environments and must change themselves to suit the environmental changes. So, the hierarchal system and bureaucratic structures continued to dominate organizational design thinking till the 1980's. Along with the fact that they did give importance to the behavioral aspect which had emerged in the 1930's.

But post 1980's there was in the world saw globalization and when the companies witnessed huge competitive pressures. It led to significant changes in organizational design also with the internet and advances in ICT there has been a huge interconnectedness of organizations. You know where different organizations are related interrelated interconnected with each other people within an organization are connected and interconnected.

And organizations for different kinds of networks and relationships with their vendor, suppliers, dealers, distributors, stakeholders, different partners and all of this has manifested in employee learning, engagement and empowerment, flattened hierarchies and flexibility participative approach to management. And it this is all you know led to innovation productivity, creativity, improve quality, decreased costs for the organization, you know and provided a huge competitive advantage to the organization.

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• **Summarizing Evolution:**

- **Rational Perspectives**
 - Scientific Management (Taylor); Administrative and bureaucratic design (Fayol / Weber)
- Hawthorne Studies
- Contingency Perspective: Good-fit between structure and environment

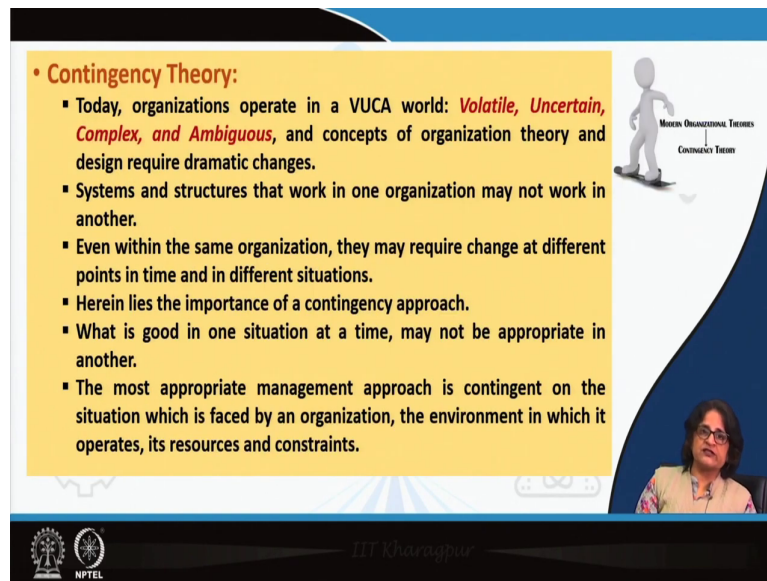
CONTINGENCY APPROACH

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So, if we summarize the evolution we had the rationale perspective with the scientific management by Taylor and the administrative and bureaucratic design by Henri Fayol and Weber. We will be speaking about Weber in subsequent lectures as well. And then you had the Hawthorne studies where which initiated the era of the behavioral approach to management.

And then you have the contingency perspective which talks about a good fit between the structure and the environment between the organizational structure and the environment that it faces.

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• **Contingency Theory:**

- Today, organizations operate in a VUCA world: *Volatile, Uncertain, Complex, and Ambiguous*, and concepts of organization theory and design require dramatic changes.
- Systems and structures that work in one organization may not work in another.
- Even within the same organization, they may require change at different points in time and in different situations.
- Herein lies the importance of a contingency approach.
- What is good in one situation at a time, may not be appropriate in another.
- The most appropriate management approach is contingent on the situation which is faced by an organization, the environment in which it operates, its resources and constraints.

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CONTINGENCY THEORY

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So, the contingency approach today talks of the contingency theory actually talks of you know the fact that what is good in one situation at a time may not be appropriate in another. And companies today operate in the VUCA world, VUCA here meaning Volatile Uncertain Complex and Ambiguous environments. And the concepts of organization and theory and design actually required dramatic changes.

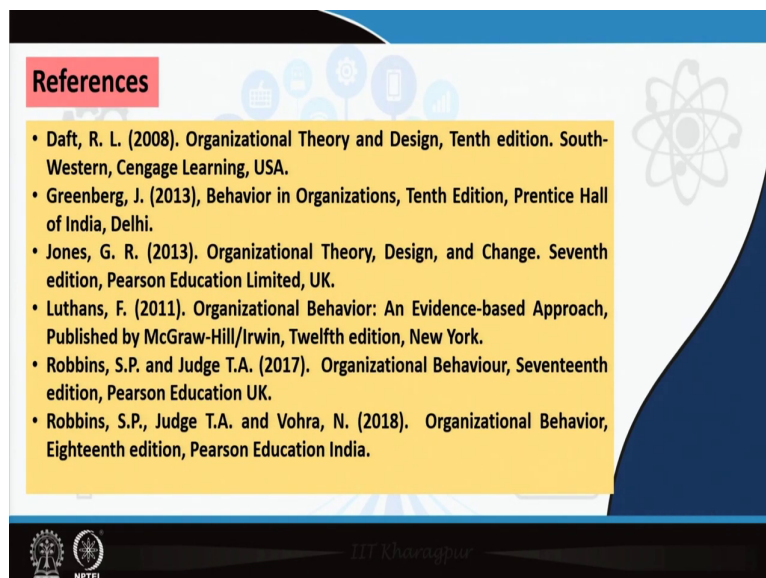
So, systems and structures that work in one situation, one organization may not work within the with you know may not work in another organization. Similarly, even within the same organization they may require change at different points in time and different situations. So, this is the very fundamental of the contingency approach to management.

So, companies operate in a VUCA world and concepts of organizational theory and design in the form of administrative principles or in the form of bureaucracy or in the form of a

behavioral approach to management. And need relooks from time to time need rethinking from time to time and so the concepts of organizational theory and design may require dramatic changes.

Systems and structures that work in an organization may not work in another. Also within the same organizations the change may be required in terms of organizational structure and design. And so, what is good in one situation may not be appropriate in another. And the most appropriate management approach is contingent on the situation which is faced by the organization in which it operates this brings us to an end of the lecture.

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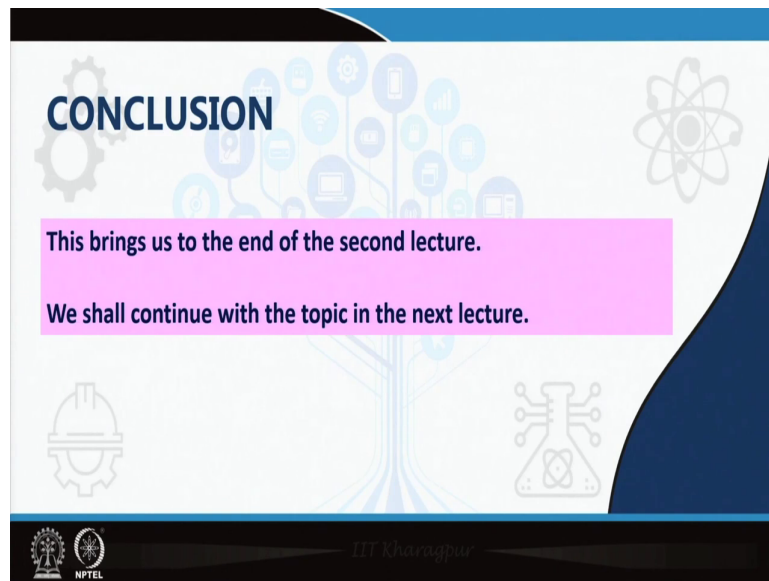
The slide is titled "References" and lists six books. The background features a blue and white color scheme with a stylized atom symbol on the right and various icons (gears, lightbulb, smartphone) at the top. The NPTEL logo is visible in the bottom left corner.

References

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These are the references and we shall continue with the topic in the next lecture.

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CONCLUSION

This brings us to the end of the second lecture.

We shall continue with the topic in the next lecture.

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The slide features a light blue background with a central graphic of a tree whose branches are composed of various technical icons such as gears, a smartphone, a Wi-Fi symbol, a laptop, and a document. To the right of the tree is a stylized atomic symbol. At the bottom left, there is an icon of a hard hat. At the bottom right, there is an icon of a circuit board. The slide is framed by a dark blue border on the right and bottom, and a black border on the top and left. A pink rectangular box highlights the two lines of text in the center.

Thank you.