



**Macro Organisational Behaviour  
Fellow Program  
Course Work – 2022**

***Course Introduction:***

An organization is a formal entity that contractually binds together two or more persons to take and offer services to meet a collective organizational goal. It is not a static entity that would stay the same as it is initially conceived. Throughout its life, the organization changes and grows due to the forces of the external environment and internal needs. It goes through continuous expansion of various forms, and consequently, innumerable changes and adaptations are important. This dynamic need is to be understood especially in the global scenario today, where the geographical or business scoping for a company keeps evolving continuously. Keeping in mind the external environment and the business objectives of the organization, the Board members in the top management evolve suitable strategies which shape the design which includes the structure, the culture and process, and the systems for operations of the business. In this context, the manager needs to know about resources and goals and understand the parameters of efficiency and effectiveness, and should be able to analyze the opportunities and challenges of organizational design elements and organizational processes to steer the business forward. This course gives doctoral students an introductory conceptual input to understand these and it provides the fundamental inputs to understand how organizations are analyzed.

***Suggested Text Books for Reference:***

**Organizational theory, design, and change** (7<sup>th</sup> Edition) by Jones, G. R. & Mathew, M (2018), Pearson

***Alternative Suggested Text Books for Reference:***

**Organization Theory & Design** (13<sup>th</sup> Edition) by Richard L. Daft, Cengage

***Sessions and Readings:***

Session No.	Topics covered	Pre-class readings
1 & 2	Understanding organizations	Text Book Chapter: 1  <i>“Understanding the relationships between organizations and Economic Analysis”, J B Barney &amp; W Hesterly from Handbook of Organization Studies, S R Clegg, C Hardy &amp; W R Nords (eds) Pages 111-113.</i>  <i>The Evolution of Organizational Theory</i> (Review)
3 & 4	Basics of an organizational design	Text Book Chapter: 3 & 4  <i>“Organization design: fashion or fit?” Mintzberg, H.</i>



	Organizations and environmental influences	<p>Graduate School of Business Administration, Harvard University, (1981).</p> <p>Donaldson, L. (1999). <i>“The normal science of structural contingency theory.”</i> Studying Organizations: Theory and Method. Thousand Oaks, California: Sage, 51-70.</p>
5&6	Organization and stakeholders	<p>Text Book Chapter: 2</p> <p>Case: Piramal e-Swasthya: Attempting Big Changes for Small Places - in India and Beyond Stakeholder Analysis Tool</p> <p><i>“Understanding the relationships between organizations and Economic Analysis”- Agency Theory, J B Barney &amp; W Hesterly from Handbook of Organization Studies, S R Clegg, C Hardy &amp; W R Nords (eds) Pages 118-122.</i></p>
7&8	Organizational strategy	<p>Text Book Chapter: 8</p> <p>"Organizational Strategy, Structure &amp; Process", R E Miles, C S Snow, A D Meyer &amp; H J Coleman, <i>Academy of Management Review</i>, 1978</p>
9&10	Organizational design - Alternative structures	<p>Text Book Chapter: 6</p> <p>Hands-On Activity</p>
11 &12	Management process - Authority and organizational control mechanisms	<p>Text Book Chapter: 5</p> <p>“Control in an age of empowerment”, Simons, <i>HBR</i>, 2000</p> <p>Case: Guidant Corp.: Shaping culture through systems</p> <p>“Conceptual Framework for the Design of Organizational Control Mechanisms” Author(s): William G. Ouchi Source: <i>Management Science</i>, Vol. 25, No. 9, (Sep., 1979), pp. 833-848</p> <p>Cardinal, L. B., Kreutzer, M., &amp; Miller, C. C. (2017). “An aspirational view of organizational control research: Re-invigorating empirical work to better meet the challenges of 21st century organizations.” <i>Academy of Management Annals</i>, 11(2), 559-592.</p>



Academy of Human Resource Development

<p>13&amp;14</p>	<p>Technology and organizational design</p> <p>Managing organizational culture</p>	<p>Text Book Chapter: 7&amp;9</p> <p>“Culture is not the culprit” Lorsch &amp; McTague, <i>HBR</i>, 2016</p> <p>“What holds the modern company together?” Goffee &amp; Jones, <i>HBR</i>, 1996</p> <p>Case: Tony Hsieh at Zappos: Structure, Culture and Radical Change</p> <p>Hatch, M. J. (1993). The dynamics of organizational culture. <i>Academy of management review</i>, 18(4), 657-693.</p>
<p>15&amp;16</p>	<p>Organizational decision making</p> <p>Organizational learning &amp; knowledge management</p>	<p>Text Book Chapter: 12</p> <p>“Make better decisions”, Davenport, <i>HBR</i>, 2009</p> <p>“What’s your strategy for managing knowledge?” Hansen et al. <i>HBR</i>, 1999</p> <p>Case: Executive Decision making at General Motors</p> <p>An Organizational Learning Framework: From Intuition to Institution Author(s): Mary M. Crossan, Henry W. Lane and Roderick E. White Source: <i>The Academy of Management Review</i>, Jul., 1999, Vol. 24, No. 3 (Jul., 1999), pp. 522-537</p> <p>Bontis, N., Crossan, M. M., &amp; Hulland, J. (2002). Managing an organizational learning system by aligning stocks and flows. <i>Journal of management studies</i>, 39(4), 437-469.</p>
<p>17&amp;18</p>	<p>Organizational life cycle and change management</p>	<p>Text Book Chapter: 10 &amp; 11</p> <p>“Leading Change: Why transformation efforts fail”, Kotter, <i>HBR</i>, 2007</p> <p>“Restructure or reconfigure?”, Girod &amp; Karim, <i>HBR</i>, 2017</p> <p>Case: Unilever's New Global Strategy: Competing through Sustainability by, R. T. (2005).</p> <p>Organisational change management: A critical review. <i>Journal of change management</i>, 5(4), 369-380.</p>



Academy of Human Resource Development

19&20	Managing organizational conflict, power and politics  Organizational Innovation, Intrapreneurship and Creativity	Text Book Chapter: 13 & 14  Case-let: Rondell Data Corporation  “Restructure or reconfigure?”, Girod & Karim, HBR, 2017  Case: Planting an Idea Tree: A Case of Innovation Initiative at Cyient  Anderson, Neil, Kristina Potočnik, and Jing Zhou. "Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework." <i>Journal of Management</i> 40, no. 5 (2014): 1297-1333.  Perry-Smith, Jill E., and Pier Vittorio Mannucci. "From creativity to innovation: The social network drivers of the four phases of the idea journey." <i>Academy of Management Review</i> 42, no. 1 (2017): 53-79.
-------	--	--

***Evaluation Component:***

There will only be one evaluation component for this course. Students can choose one of the following as their submission:

***Option 1:*** A case study focusing on any theme related to macro organizational behaviour (structure, practices or process)

*Or*

***Option 2:*** A book review of a book focusing on any theme related to macro organizational behaviour (structure, practices or process)

Further details on how to approach these evaluation components are listed below.

**Option 1: Writing a Case Study:**

For writing a case study & teaching note, you will need to:

*Part A: Writing the Case Study*

- Pick one decision problem you have faced and resolved as an executive – this problem could be something you faced personally or you know of/ can get access to the data – such that you can describe it well. In case the case/ data is confidential, you can mask the data by using fictitious names.
- The problem could relate to issues created by the organizational structure, processes or culture of the organization – it may arise because some change has occurred/ evolution of the organization/ newer demands being put on the organization and so on.
- Please ensure that the case focuses around a clear decision point that the executive (protagonist in the case study) will need to make. For example: Should Anand Piramal



## Academy of Human Resource Development

continue the Piramal e-Swasthya initiative? Clearly highlight the question the case hopes to answer – you could have one clear question, or a set of questions all leading towards one theme.

- Please ensure that you provide all the necessary details (case facts) that one might need to resolve this question in the case write up.

### *Part B: Writing the Teaching Note*

- Start with giving a brief summary of the case details (not more than a couple of paragraphs)
- Identify one (or two) theory/ framework that we have studied in class to help with the analysis of the case.
- Link the case facts with the conceptual underpinnings of the theory/ framework to highlight how the framework can be used to resolve the dilemma facing the protagonist in the case.

(PFA some resources that can help you in this case writing process:

<https://www.iveypublishing.ca/s/case-writing-resources/the-case-writing-process>

<https://www.iveypublishing.ca/s/case-writing-resources/authoring-tips-and-tricks>)

### **Option 2: For the Book Review:**

You need to pick one book to review. The book review should focus on:

1. What are the most important elements of the book that the authors are trying to highlight,
2. Why do you think it would have/ has had an impact on literature in the field of Macro Organizational Behaviour,
3. What have you learnt from the book? Can you highlight your reflection of the concepts covered in the book with something you may have experienced in your own professional lives? and finally
4. Your critique of the book in terms of content coverage and flow, strengths of arguments, writing style and format and your recommendations to potential readers.

(PFA an article on “Anatomy of Book Review” as a reference)

Some of the books that you could read are (this is only an indicative list as was requested – you can also pick up books beyond this list)

Some classic books:

1. March, J. G., & Simon, H (1958). *Organizations*. Blackwell Publishers.
2. Penrose, E., (1959). *The Theory of the Growth of the Firm*. Oxford university press.
3. Burns, T., & Stalker, G. M. (1961) *The Management of Innovation*, Tavistock.
4. Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm*. Wiley-Blackwell.
5. Berger, P. L., Berger, P. L., & Luckmann, T. (1966). *The social construction of reality: A treatise in the sociology of knowledge*. Anchor.



## Academy of Human Resource Development

6. Thompson, J. D. (1967). *Organizations in action: Social science bases of administrative theory*. Transaction publishers.
7. Lawrence, P. R., & Lorsch, J. W. (1967). *Organization and Environment: Managing Differentiation and Integration*. HBSP.
8. Woodward, J. (1970). *Industrial organization: Behaviour and control*. Oxford Univ. Press.
9. Perrow, C. (1972). *Complex organizations; a critical essay*, 3<sup>rd</sup> Edition, Echo Point Books and Media
10. Rokeach, M. (1973). *The nature of human values*. Free press.
11. Pfeffer, J., & Salancik, G. (1978). *External Control of Organizations*. Routledge.
12. Ouchi, W. G., & Cuchi, W. G. (1981). *Theory Z: How American business can meet the Japanese challenge* (Vol. 1081). Reading, MA: Addison-Wesley.
13. Kahneman, D., Slovic, S. P., Slovic, P., & Tversky, A. (Eds.). (1982). *Judgment under uncertainty: Heuristics and biases*. Cambridge university press.
14. Morgan, G. (1986). *Images of organization: The executive edition*. Thousand Oaks, CA.
15. Senge, P. M. (1990). *The fifth discipline: The art and practice of the learning organization*. Currency.
16. March, J. G. (1994). *Primer on decision making: How decisions happen*. Simon and Schuster.
17. Weick, K. E. (1995). *Sensemaking in organizations*. Sage.
18. Kotter, J. P. (1996). *Leading change*. Harvard business press.
19. Schein, E. H. (2004). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
20. Scott, W. R., & Davis, G. F. (2007). *Organizations and organizing: Rational, natural and open systems perspectives*. Routledge.

### Some newer books exploring Macro Organizational Behaviour in newer settings

1. Ashkenas, R., Ulrich, D., Jick, T., & Kerr, S. (2002). *The boundaryless organization: Breaking the chains of organizational structure*. John Wiley & Sons.
2. Surowiecki, J. (2005). *The wisdom of crowds*. Anchor.
3. Ariely, D., & Jones, S. (2008). *Predictably irrational*. New York, NY: Harper Audio.
4. Thaler, R. H., & Sunstein, C. R. (2009). *Nudge: Improving decisions about health, wealth, and happiness*. Penguin.
5. Gray, D., & Vander Wal, T. (2014). *The connected company*. O'Reilly Media, Inc.
6. Pflaeging, N. (2014). *Organize for complexity. How to Get Life Back Into Work to Build the High-Performance Organization*, Wiesbaden.
7. Laloux, F. (2014). *Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness*. Nelson Parker.
8. Robertson, B. J. (2015). *Holacracy: The revolutionary management system that abolishes hierarchy*. Penguin UK.
9. McChrystal, G. S., Collins, T., Silverman, D., & Fussell, C. (2015). *Team of teams: New rules of engagement for a complex world*. Penguin.



## Academy of Human Resource Development

10. Meyer, N. D. (2017). *Principle-based organizational structure: A handbook to help you engineer entrepreneurial thinking and teamwork into organizations of any size*. NDMA Publishing.
11. De Bono, E. (2018). *Conflicts: A better way to resolve them*. Random House.
12. Hamel, G., & Zanini, M. (2020). *Humanocracy: Creating organizations as amazing as the people inside them*. Harvard Business Press.
13. Harnish, V., & Collins, J. (2021). *The greatest business decisions of all time: How Apple, Ford, IBM, Zappos, and others made radical choices that changed the course of business*. Fortune Books.

### **Other Details:**

1. **Deadline for the submission:** 17<sup>th</sup> September, 2022 (3 weeks from last class)
2. **Your Identifiers:** We request you to create a coverpage where you clearly indicate your Full Name, Roll No (if any) and email ID as the first page of the document.
3. **Details of the Assignment:** In the cover page, please also indicate if you are choosing the Book Review or Case Study assignment.
  - Book Review Assignment: Please clearly mention the name of the book you are reviewing along with the name of the authors, edition/ year of publication and name of publishers.
  - Case Study Assignment: Please provide a title for the case at the start of the document.
4. **Mode of Submission:** email your assignments to both co-instructors of the course, marking a copy to the AHRD administrative office
  - Smita Prashant Chattopadhyay: [smita@iimtrichy.ac.in](mailto:smita@iimtrichy.ac.in)
  - Upam Pushpak Makhecha: [upam@iimtrichy.ac.in](mailto:upam@iimtrichy.ac.in)
5. **Page Limit:** The page limit for the submissions is 6 to 10 pages. It is recommended that you use Times New Roman, font size 12, margins 1 inch all around, and 1.15-line spacing as the formatting parameters for your submission.
6. **Evaluation Schema:** You will not be evaluated on the length of the submission, rather on the quality of the submission. We would like to see your understanding/ learning of the concept reflected in the assignments. We would also like to see your ability to apply the concept – your reflection on the use of the concept/ theory in your professional life/ your ability to connect the details of the case fact to the concept in the explanatory note. Please read through the relevant sections of both options discussed herewith, to ensure that you have covered the expectations from the submission.
7. **Plagiarism:** Please ensure that your document is free of plagiarism. You could refer to this document to understand a bit more on this-  
<https://apastyle.apa.org/style-grammar-guidelines/references/examples>

### **List of Cases used in the course:**

1. Piramal e-Swasthya: Attempting Big Changes for Small Places - in India and





## Academy of Human Resource Development

Beyond by *Rosabeth Moss Kanter; Matthew Bird*

2. Stakeholder Analysis Tool by *Lynda M. Applegate*
3. Guidant Corp.: Shaping culture through systems by *Robert L. Simons & Antonio Davila*
4. Tony Hsieh at Zappos: Structure, Culture and Radical Change by *Noah Askin & Gianpiero Petriglieri*
5. Executive Decision making at General Motors by David A. Garvin & Lynne C. Levesque
6. Unilever's New Global Strategy: Competing through Sustainability by, R. T. (2005). By Christopher A. Bartlett
7. Rondell Data Corporation (*will be provided by instructor*)
8. Planting an Idea Tree: A Case of Innovation Initiative at Cyient (*will be provided by instructor*)

### List of Articles used in the course:

1. "Understanding the relationships between organizations and Economic Analysis", J B Barney & W Hesterly from Handbook of Organization Studies, S R Clegg, C Hardy & W R Nords (eds) Pages 111-113. (*will be provided by the instructor*)
2. *The Evolution of Organizational Theory* (Review) (*will be provided by the instructor*)
3. "Organization design: fashion or fit?" Mintzberg, H. Graduate School of Business Administration, Harvard University, (1981).
4. Donaldson, L. (1999). "The normal science of structural contingency theory." Studying Organizations: Theory and Method. Thousand Oaks, California: Sage, 51-70.
5. "Understanding the relationships between organizations and Economic Analysis"- Agency Theory, J B Barney & W Hesterly from Handbook of Organization Studies, S R Clegg, C Hardy & W R Nords (eds) Pages 118-122.
6. "Organizational Strategy, Structure & Process", R E Miles, C S Snow, A D Meyer & H J Coleman, *Academy of Management Review*, 1978.
7. "Control in an age of empowerment", Simons, *HBR*, 2000.
8. "Conceptual Framework for the Design of Organizational Control Mechanisms" Author(s): William G. Ouchi Source: *Management Science*, Vol. 25, No. 9, (Sep., 1979), pp. 833-848.
9. Cardinal, L. B., Kreutzer, M., & Miller, C. C. (2017). "An aspirational view of





## Academy of Human Resource Development

organizational control research: Re- invigorating empirical work to better meet the challenges of 21st century organizations.” *Academy of Management Annals*, 11(2), 559-592.

10. “Culture is not the culprit” Lorsch & McTague, *HBR*, 2016
  11. “What holds the modern company together?” Goffee & Jones, *HBR*, 1996
  12. Hatch, M. J. (1993). The dynamics of organizational culture. *Academy of management review*, 18(4), 657-693.
  13. “Make better decisions”, Davenport, *HBR*, 2009
  14. “What’s your strategy for managing knowledge?” Hansen et al. *HBR*, 1999
  15. An Organizational Learning Framework: From Intuition to Institution Author(s): Mary M. Crossan, Henry W. Lane and Roderick E. White Source: *The Academy of Management Review*, Jul., 1999, Vol. 24, No. 3 (Jul., 1999), pp. 522-537.
  16. Bontis, N., Crossan, M. M., & Hulland, J. (2002). Managing an organizational learning system by aligning stocks and flows. *Journal of management studies*, 39(4), 437-469.
  17. “Leading Change: Why transformation efforts fail”, Kotter, *HBR*, 2007.
  18. “Restructure or reconfigure?”, Girod & Karim, *HBR*, 2017.
  19. Organisational change management: A critical review. *Journal of change management*, 5(4), 369-380.
  20. “Restructure or reconfigure?”, Girod & Karim, *HBR*, 2017.
  21. Anderson, Neil, Kristina Potočnik, and Jing Zhou. "Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework." *Journal of Management* 40, no. 5 (2014): 1297-1333.
  22. Perry-Smith, Jill E., and Pier Vittorio Mannucci. "From creativity to innovation: The social network drivers of the four phases of the idea journey." *Academy of Management Review* 42, no. 1 (2017): 53-79.
-



**Notice on Use of Course Related Resources Provided Online**

This content is being made available to *bonafide* students of AHRD by *Prof. Smita Prashant Chattopadhyay* and *Prof. Upam Pushpak Makhecha* as a part of the course on *Macro Organizational Behaviour*, offered at AHRD for students registered for the Fellow Program.

To aid instruction, the Instructor(s) has compiled for exclusive use by the intended participants, who are the registered *bonafide* students of the *Fellow Program* offered by AHRD, material that may include one or more of the following:

- \* Cases and related material
- \* Documents relating to the course
- \* Exercises and other activities
- \* Journal articles
- \* Newspaper Articles
- \* Access to library resources
- \* Simulation activities
- \* PowerPoint slides
- \* Video clips from multiple sources
- \* Video recordings of sessions
- \* Worksheets, including MS Excel sheets
- \* Access to discussions taking part of the classroom
- \* Any other material provided by the faculty member to the participants as part of this course

The material listed above is made available as soft copies and through links for educational purposes only and not intended for commercial use or distribution to the public in any form or manner. The Instructor uses and shares these resources purely to aid teaching purposes and not for personal monetary gain.

The bonafide student may use these resources only for private reading / use and research, and is not permitted to distribute the same or make it available on any public forum. Also please do not use grab software or any other technological means for taking screenshots, video / audio captures or snapshots of the activities being carried out inside the classroom. Publishing, posting or making these content available on a public forum or in any private forum outside this course may give rise to copyright and other intellectual property liability, against the student (in their personal capacity) and hence students are advised to not share these contents in any manner. Sharing or transmission for any other purpose will violate licensing agreement(s) and principles of 'Fair Dealing/Fair Use' of intellectual property, incidental to the use of these resources. Students may however use the content and materials for their personal learning, private research and educational purposes.

The content and materials of this course are being made available in this online format, and students are requested to respect the copyrights and other intellectual property rights of the owners in the content, reading materials, and the rights of the faculty members teaching this course.