

Organizational Behaviour
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Lecture - 38
Organizational Structure and Design (Contd.)

Welcome here, in this session we will continue with the discussion on Organizational Design. Here, we will try to know about the different organizational designs present and some very traditional designs to the contemporary designs. We will start with the simple design, which is called like a simple structure.

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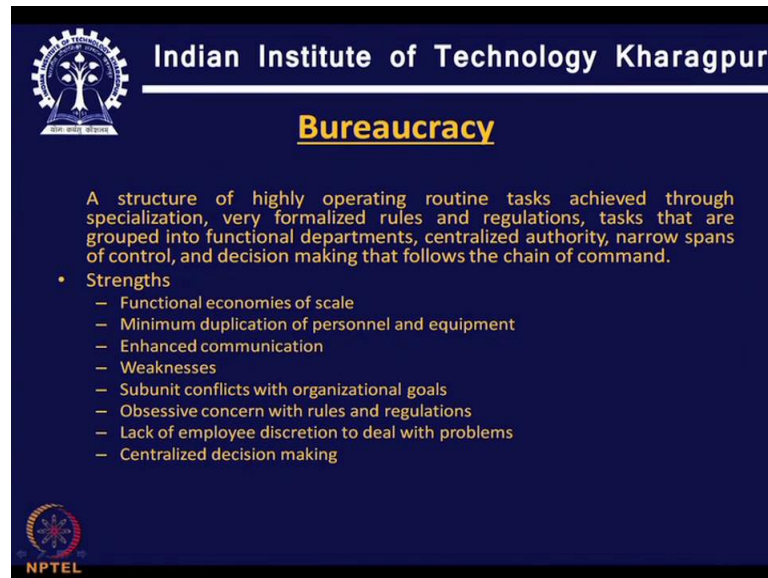


The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Organizational Designs' is centered in a large, bold, yellow font. Below the title, there is a bulleted list with the following items:

- **Simple Structure**
- A structure characterized by a low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization

A simple structure is a structure, which is characterized by low degree of departmentalization, wide span of control and authority is centralized in a single person and you have little formalization. Then may be when you are a startup and organization is start up, there is not too much of employees. So, we do not have to differentiate between their functions and the hierarchies are not so well established, so what we have is a simple structure. Next structure that we have is known as a bureaucratic structure.

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Bureaucracy

A structure of highly operating routine tasks achieved through specialization, very formalized rules and regulations, tasks that are grouped into functional departments, centralized authority, narrow spans of control, and decision making that follows the chain of command.

- Strengths
 - Functional economies of scale
 - Minimum duplication of personnel and equipment
 - Enhanced communication
- Weaknesses
 - Subunit conflicts with organizational goals
 - Obsessive concern with rules and regulations
 - Lack of employee discretion to deal with problems
 - Centralized decision making

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In bureaucratic structure it is a bureaucracy is a structure of highly operating routine tasks achieved through specialization, may be formalize rules and regulations, task that are grouped into functional departments centralized authority, narrow span of control and decision making that fallows the chain of command. This is where may be types of organization; where like secrecy of information is very important like where people are doing very specialized nature of job.

And so and they have to be expert in the type of job that they are doing. And so there should be one unity of command, so the people are not like confuse about the instructions coming from different, different sources. So, in those conditions bureaucracy is the design that is followed and what is the advantage of bureaucracy is that it leads to like economies of functional, economies of scale, then it is the minimum duplication of personal and equipment is there. It is enhanced communication in the sense like one to one person communication.

So, there is a less chance of like communication being like diverted or it is interpreted and but the weaknesses are the sub units may conflict with the organization goals. Because a it is strong bureaucracy each sub unit is trying to reach towards it is own goals and meet it may conflict it with a main organizations purpose, because each unit is given it is own target to fulfill.

And there could be like obsessive concern with rules and regulations formalities of doing things. So, a lack of again the drawback would be lack of employee discretion to decide on certain issues and centralized decision making. So, like waiting for orders to come in some decision important decisions have to be taken these could be the drawbacks of bureaucracy.

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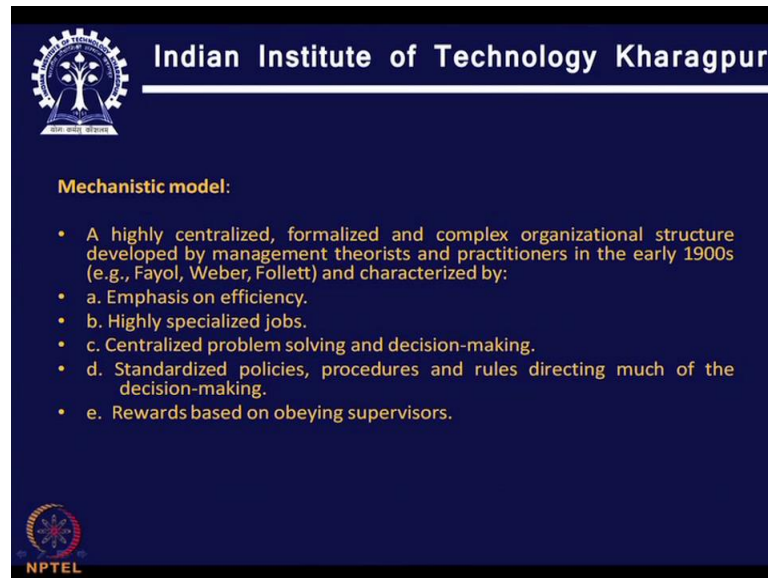
- **Weaknesses**
 - Subunit conflicts with organizational goals
 - Obsessive concern with rules and regulations
 - Lack of employee discretion to deal with problems
- **Why Bureaucracy Survives**
 - Large size prevails
 - Environmental turbulence can be largely managed
 - Standardization achieved through hiring people who have undergone extensive educational training
 - Technology maintains control
- **Two design models have significantly influenced management theory/practice: the mechanistic model and the organic model.**

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So, but why bureaucracy survives is like, because it is a large size and so large size prevails. So, to deal with large size of the organizations, tight formulation is required rules and regulations, so bureaucracy prevails. So, in cases of environmental turbulence it can be largely managed like if there are certain established ways of doing things and people are guided by rules and regulations, they know like how to stick together like where (()) may increase.

And standardization, which is achieved through hiring's people, where extensive educational training and the technology, which is which maintains the control. So, these these has the bureaucracy to survive and in terms of like going to answer for the large sized organization and it is survival in an environment. So, other two important management like modules, which in important design modules which is which are important in today's life is organizational life is that of a mechanistic module and a organic module.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is titled "Mechanistic model:" and lists five characteristics of this organizational structure. The NPTEL logo is visible in the bottom left corner.

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Mechanistic model:

- A highly centralized, formalized and complex organizational structure developed by management theorists and practitioners in the early 1900s (e.g., Fayol, Weber, Follett) and characterized by:
 - a. Emphasis on efficiency.
 - b. Highly specialized jobs.
 - c. Centralized problem solving and decision-making.
 - d. Standardized policies, procedures and rules directing much of the decision-making.
 - e. Rewards based on obeying supervisors.

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So, what will try to first focus into a mechanistic module of organization, like we are talking of a mechanistic module it is a highly centralized, formalized and complex organizational structure. And which was formed early in 1900 by Fayol, Weber and Follet and it is characterized by a emphasis on efficiency highly specialize jobs, centralized problems solving and the decision making. Standardized policies procedures and rules directing much of decision making and rewards based on obeying supervisors.

So, this is again based on work specialization, which as an highly specialize jobs and it is decision making a centralized in a nature and there is high degree of formalization also a standardized policies and procedures, which guide much of the decision making. And what is require, I mean find out high authority also as and obeying in the sense, rewards based on obeying supervisors as contrast to it like When you talking of the organic module.

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Organic model:
Seeks to maximize organizational flexibility and adaptation via:

- De-emphasizing job descriptions and specialization and status/rank differences.
- Assuming that higher-level employees are not necessarily better informed than those at lower levels.
- Emphasizing horizontal and lateral organizational relationships as much or more than vertical ones.
- Maintaining a less permanent and more flexible structure.

Advantages:

- Flexible and adaptable to changing environments.
- Encourages greater use of human potential.
- Multidirectional communications flow.
- Decentralized decision-making.
- Control and goal setting.

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Organic module organic module tends to maximize organizational, flexibility and adaptation why of de-emphasizing job descriptions in specializations and status and differences. I showing that higher level employs are not necessarily better informed, then those at lower levels, next emphasizing horizontal and lateral organizational relationships and as much as are more than vertical once and maintaining a less permanent and more flexible structure.

So, what are the advantages of these are the advantages are it is like flexible and adoptable to environmental changes. So, it is more flexible to the environment and uncertainties in the environment, adoptive change in demands from the environment. Second is it uses, greater in it encourages greater use of human potential as there is a less of as there is a less of formalization, there is more multi directional communication flow and the decision making is de centralized in nature.

And the those like less of control and like goal it is more of the like goal setting, we have to like reach a particular goal of like adjust into the environment and finding out how to function better in the environment based on the resources that there within the organization. So, these are the nature of the organic organization.

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- A design that gives individuals a sense of personal worth and motivation, and that facilitates flexibility and adaptability would have three characteristics:
 1. Relatively simple.
 2. Relatively decentralized.
 3. Relatively informal.
- Neither the mechanistic or organic model is best in all situations; both have strengths and weaknesses.

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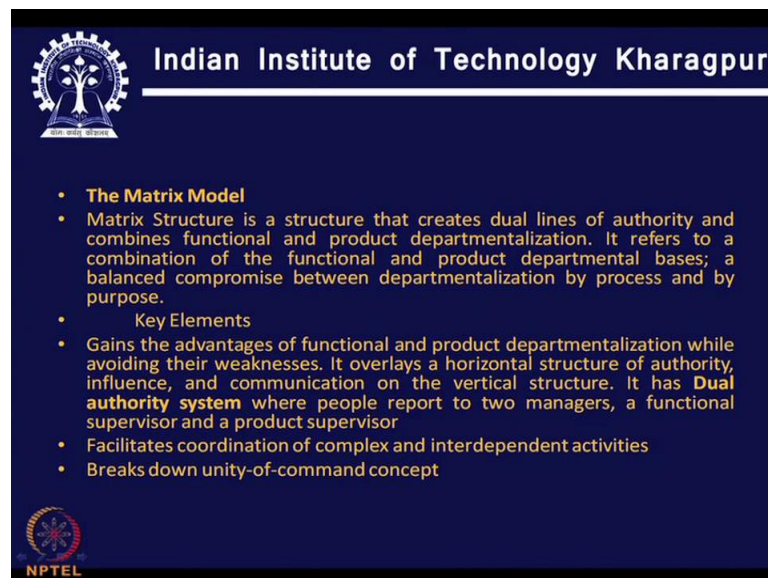
The design, which gives individual sense of personal worth and motivation and that facilitates, flexibility and adaptability would have like three characteristics, which is relatively simple, relatively decentralized, relatively informer. So, neither the mechanistic nor the organize organic module is based in all situations, we have to understand like the whether, we have need to have a mechanizing module.

Or whether we are going for a organic module, this will depend again on the like nature of environment, that we are functioning in the nature of people, that they are with us the nature of the task, that is there at (()). So, it is not like the mechanistic module is bad, organic modules could it depends on these factors like what we are working on like and what is our objective like if you want to make some. If you are to go for counseling things like a in, then in mechanistic organizations are moral relevant, because the rules and establish there is chance of the error and work is defined clearly.

So, people know about to do there is less of time wasted, so we can see much on this and by reducing proper maintenance of quality all these things are there. So, may be it is good for that if we going for designing something new thinking of some new ways of doing things innovations, then may be or organic organization is the answer. Because it is flexibility more of communication we can communicate we can discuss each other we can experiment with things there is less of, so formal rules and procedures.

And may be it is general creativity in charges are possibility of error is high in the sense is the, because nothing role is defined properly, they could be like people may be sometimes they what remain idle. Or they may feel stressfully in the sense they do not know what to perform, some people may feels stressed in that, because everything usually flexible, then the roles are not clearly defined. So, they may fail in fail it to be here in a stressful situation. So, it depends like which design is based on depending on the purpose for which it is be used and it is nothing like this is better than the other. So, next structure that we look into is a matrix structure or the matrix module of the organization.

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- **The Matrix Model**
- Matrix Structure is a structure that creates dual lines of authority and combines functional and product departmentalization. It refers to a combination of the functional and product departmental bases; a balanced compromise between departmentalization by process and by purpose.
- Key Elements
- Gains the advantages of functional and product departmentalization while avoiding their weaknesses. It overlays a horizontal structure of authority, influence, and communication on the vertical structure. It has **Dual authority system** where people report to two managers, a functional supervisor and a product supervisor
- Facilitates coordination of complex and interdependent activities
- Breaks down unity-of-command concept

So, matrix module structure is the structure that creates a dual lines of authority and combines functional and product departmentalization. It refers to a combination of the functional product departmentalization it refers to a combination of the functional product departmentally bases a balance compromise between departmentalization by process and by purpose. So, the key elements of these are it gives advantage of a functional product departmentalization, why avoiding their weaknesses it over laze a horizontal structure of authority inclusion communication on the vertical structure.

So, which as dual authority system where people report to two manager of functional supervisor and a product supervisor. Facilitates coordination of complex and inter department activities breaks down unity of command concept. Now, the in matrix

organization what happens like you get the expertise of learning from two persons and like it is like it helps to respond to rapid changes in the environment and it helps the saving resources by not like we do not have to duplicate resources. So, what we will now look into is some of the like uses of matrix like where it is more useful, and where like what is advantage and these are weakness of matrix organization and what are the different types of matrix organization?

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- Matrix designs are used by organizations that:
 - a. Must respond quickly to rapid change in two or more environments (e.g, technological and markets).
 - b. Face uncertainties due to high information-processing requirements.
 - c. Deal with financial and human resources constraints.

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So, so we here we find like matrix designs are used by organizations that must respond quickly to rapid change in two or more environments. These are certainties due to high information processing requirements deal with financial and human resources constructs. So, these are the types of organizations, which may which may have to take into like which take into matrix designs which organizations take into matrix designs.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The title 'Indian Institute of Technology Kharagpur' is centered at the top. The main content is a bulleted list of advantages of matrix organization.

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- Advantages of matrix organization:
 1. Efficient use of resources—involves sharing rather than duplicating specialized resources.
 2. Flexibility in conditions of change and uncertainty—timely response to environmental demands because of effective communications channels inherent in the design.
 3. Technical excellence—because interaction of specialists encourages cross fertilization of ideas.
 4. Freeing top management for long-range planning—enables top management to delegate ongoing decision making.
 5. Improving motivation and commitment—offers more opportunities to participate in key decisions.
 6. Providing opportunities for personal development—exposes members to diverse parts of the organization and other viewpoints; lets them learn about other specialties and become more aware of the total organization.

Advantages of matrix organizations are its first lead leads to efficient user resources. So, having to share resources rather than duplicating the resources of specialize resources next is flexibility in the conditions of change a uncertainty. So, it helps in timely response to the environment, because there open communication channels to a communication channels of effective communications. And which is the inherited the design the like the product department and function departments like is an matrix, then both the departments can like communicate with each other. Technical experience is because interactional specialist encourages cross utilization of ideas like if one is from the functional area and other is from the product area, the sharing of information helps in cross fertilization of ideas. Then in talk management for language plan, so it helps the talk people to delegate their responsibilities of ongoing decision making.

So, next is improving motivation and commitment as it offers more opportunity to participant in key decisions, it also provides personal development issues like for personal development; it exposes number of members to divers parts of the organization their view points on it. And it helps them to learn about others and become more aware of the total organization, these could be the advantage of matrix organization. But, what other weaknesses of a matrix organization and there are some serious weaknesses, like when a person has to work under dual authority is this is some time. So, trouble some in the sense in these to people do not agree to like who what should be done and like who should be answer first. So, these experience could be very could be harmful or could be

like frustrating for the employee. Then participants need like good participants in good skills of communication and good inter-personal skills, then in skills and extensive training for like these developing these things. So, it is also time consuming because to arrive at a particular idea frequent meetings are high.

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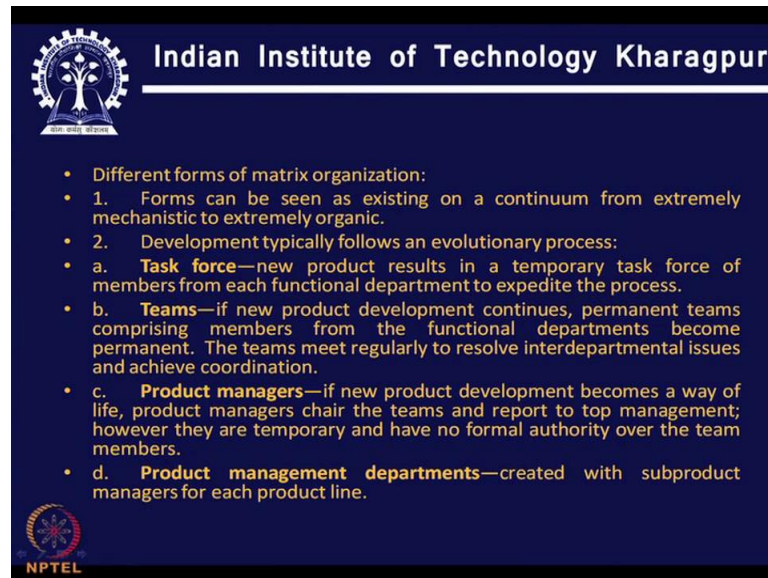
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- **WEAKNESSES:**
 - Causes participants to experience dual authority, which can be frustrating and confusing
 - Means participants need good interpersonal skills and extensive training
 - Is time consuming; involves frequent meetings and conflict resolution sessions
 - Will not work unless participants understand it and adopt collegial rather than vertical-type relationships
 - Requires great effort to maintain power balance

So, matrix organization is not going to work matrix organization is not going to work under until the participants understand it and adopt like collegial type of relationship and like where (()) of power balance. So, these are some of the weaknesses of a matrix type of organization.

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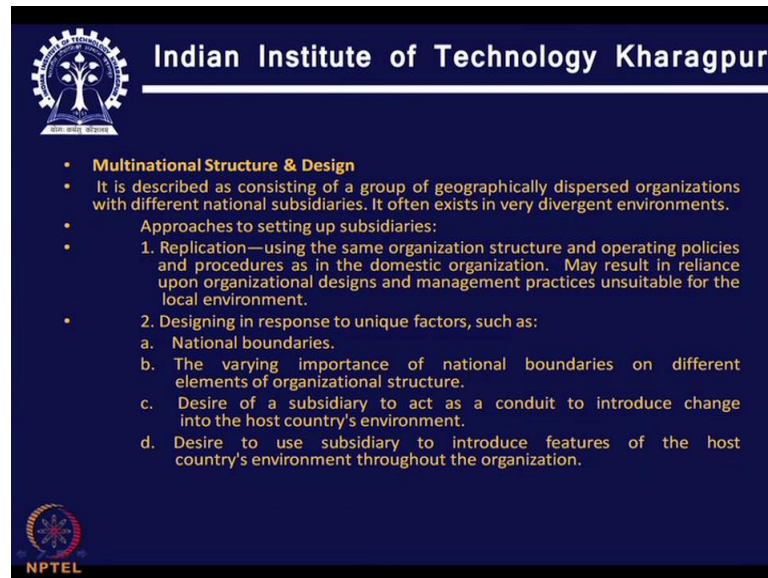


The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text on a dark blue background at the top. The main content is a bulleted list describing various matrix organization structures.

- Different forms of matrix organization:
 1. Forms can be seen as existing on a continuum from extremely mechanistic to extremely organic.
 2. Development typically follows an evolutionary process:
 - a. **Task force**—new product results in a temporary task force of members from each functional department to expedite the process.
 - b. **Teams**—if new product development continues, permanent teams comprising members from the functional departments become permanent. The teams meet regularly to resolve interdepartmental issues and achieve coordination.
 - c. **Product managers**—if new product development becomes a way of life, product managers chair the teams and report to top management; however they are temporary and have no formal authority over the team members.
 - d. **Product management departments**—created with subproduct managers for each product line.

The different types of matrix organization that at present are like task force, new product results in a temporary task force of members from each functional departments to expedite the process. Next is teams, teams in new product development if new product development continues permanent teams comprising of comprising of members from the functional departments, become permanent. The teams with regularly to dissolve inter departmental issues and achieve coordination. Product managers here in the new product development become (()) product managers share the things and reports to top management. However, they are temporary and have no formal authority over the team members, next is product management departments created with created with sub product managers for each product line.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Indian Institute of Technology Kharagpur' is at the top right. The main content is a bulleted list:


- **Multinational Structure & Design**
- It is described as consisting of a group of geographically dispersed organizations with different national subsidiaries. It often exists in very divergent environments.
- Approaches to setting up subsidiaries:
 1. Replication—using the same organization structure and operating policies and procedures as in the domestic organization. May result in reliance upon organizational designs and management practices unsuitable for the local environment.
 2. Designing in response to unique factors, such as:
 - a. National boundaries.
 - b. The varying importance of national boundaries on different elements of organizational structure.
 - c. Desire of a subsidiary to act as a conduit to introduce change into the host country's environment.
 - d. Desire to use subsidiary to introduce features of the host country's environment throughout the organization.

Then we are discussing the newer types of design for organization what comes up first is multinational structure and design. In multinational structure and design what is happening group of geographically disposed organizations with the different national subsidiaries that is described as some organization, which often exist in divergent environments. So, what are the approaches to setting of subsidiaries are replication, so use the same organizational structure and operating policies and procedure as in the domestic organization.

So, each may result in reliance operational design and management practices and as suitable for the local environment there is designing in response to unit factors; such as national boundaries, the very important of national boundaries are different elements of organization structure. In desire of a subsidiary to act as conduct to introduce change into the host countries environment, desire to use subsidiary to introduce features of the host counties environment throughout the organization.

So, where that is the purpose of multinational structure it is a, so we like. So, a how is set up the subsidiary is based on based on the policy taken by the organization like when are going to establish a multinational structure and design. So, it depends on what to what to doing want to do the replication process are what is the what is the role of the subsidiary that particular organization, and in the culture of its national boundaries are important for setting up MNC's.


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Four Stages of International evolution are:


	Domestic	International	Multinational	Global
Strategic orientation	Domestically oriented	Export oriented multi domestic	Multinational	Global
Stage of development	Initial foreign involvement	Competitive positioning	Explosion	Global
Structure	Domestic structure plus export department	Domestic structure plus international division	Worldwide geographic, product	Matrix Transnational
Market potential	Moderate, mostly domestic	Large multidomestic	Very large multinational	Whole world



So, what we find over here, there are four stages of international evaluation like domestic international multinational and global. So, in domestic the in domestic the strategic orientation is domestically oriented in international, it is export oriented export oriented multi domestic in multinational it is multinational and global, it is global. In stages of development domestic type organization is a organization domestic phases, initial foreign in involvement then from (()) positioning explosion and global.

In structure the domestic is domestic structure plus expose department in international, it is domestic structure plus international department and multinational is worldwide geography product and geo global it is matrix and transnational. In market potential the domestic organizations modulate mostly domestic, in international it is large multi domestic, it is multinational it is very large multinational. And in global it is very global that is whole world these are the four stages of international evaluation.


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Matching organizational structure to International advantage

Forces for global integration are	Forces for national responsiveness are	Strategy	Structure
Low	Low	Export	International division
High	Low	Globalization	Global product structure
Low	High	Multidomestic	Global geographic structure
High	High	Globalization and Multidomestic	Global matrix structure.



So, when we trying to match organizational structure to the international advantage, what we find that, if the forces for global interaction integrational low, if the forces for national response low. And the strategy is to export, the structure is international division if the forces for global integration are high, forces for national responsiveness is low, the strategy is globalization. Then we then we go for like global product structure, if the forces for global integration low, forces are natural responsiveness are high and strategy is multi-domestic in a nature; the strategy for strategy is multi-domestic in nature the structure is global geographic structure. So, again for the forces for global integration is high forces for national responsiveness is low strategy is globalization and multi domestic then the structure is global matrix structure.

So, from here we can understand like forces for global integration, forces for national responsiveness and strategy, these are the three forces which tries to define, what structure will be chosen, which will help people to answer to the in like take care of the international advantages.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text on a dark blue background at the top. The main content is a bulleted list of emergent structural forms, with the final item providing a detailed definition of Transnational Corporations (TNCs).

- **Emergent Structural Forms**
- Inter-organizational network
- Global international network structure
- Transnational Corporate structure **Transnational corporations involves linking foreign operations to each other and to headquarters in a flexible way. It is a network of company units and a system of horizontal communication. The characteristics of TNCs are dispersed subunits, specialized operations and interdependent relationships. It requires the dispersal of responsibility and decision making to local subsidiaries. The effectiveness of TNCs is dependant on the ability and willingness to share current and new learning and technology across the network.**


The emergent structural forms are like inter organizational structure and global international network structure and the transnational corporate structure. So, in transnational corporate structure the... which involves linking foreign operations to each other and to head quarters in a flexible way. So, it is a network of company units and system of horizontal communication the characteristic of TNC's are dispersed some unit specialized operations and interdepartmental interdependent relationships. It requires the dispersion of responsibility and decision making to local subsidiaries, the effectiveness of TNC's is dependent on the ability and willingness to share current and new learning and technology across the network.

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Multinational Structures	Output Control	Bureaucratic Control	Decision-making Control	Organizational Control
International division structure	Most likely profit control	Must follow company policies	Some centralization possible	Treated like other divisions
Global geographic structure	Profit centre most common	Some policies and procedures necessary	Local units have autonomy	Local subsidiary culture often most important



So, what is important over here is like the to multi-national structure and the differences in the differences in the outward control, bureaucratic control, decision making control and organization control. In international division structure the output is defined more likely the profit control, in bureaucratic control it is must follow the company policies, decision making control is some centralization policies.


And in organizational control is treated like other divisions and in global geographic structure the profit centre is most common bureaucratic control some policies and procedures are necessary. So, decision making decision making control local units of autonomy and in organizational control local subsidiary characteristics often to be most important. So, when we taking care of the geographic structure, we have to give importance to the local culture and try to assimilate it in the culture of the organizations. So, these are important ways like how this to multi-national structure take care of different issues.

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Global product structure	Unit output for supply; sales volume for sales	Tight process controls for product quality and consistency	Centralized at product division headquarters	Possible for some companies but not always necessary
Transnational network structure	Used for supplier units and some independent profit centres	Less important	Few decisions centralized at head quarters; more decisions centralized at key network nodes	Organizational culture transcends national culture; supports sharing and learning, the most important control mechanism



In global product structure is unit output for supply, sales volume for sales, then when we talking of this. So, when we are looking in to global product structure and into output control then the thing is like unit output for a supply sales volume for sales. When we are looking into bureaucratic control is strike process controls of product quality and consistency, when it is like decision making control the decision is centralized at the product division head-quarters.

And it is organizational control is possible for some companies what not always necessary, when we talking of trance-national network structure then we find output control is used for supply units and some independent profit centers. In bureaucratic control is less important and central decision making control is few decision centralized that head-quarters more decision centralized is network notes.

Then organizational culture when we talking of organizational control organizational culture transcends organizational, culture transcends the national culture, which is national culture supports sharing and learning and the most important the most important control mechanism. So, these are the four types of MNC's and for the different factors associated with the when we talking of output control, bureaucratic control, decision making control and organizational control.

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New Design Options

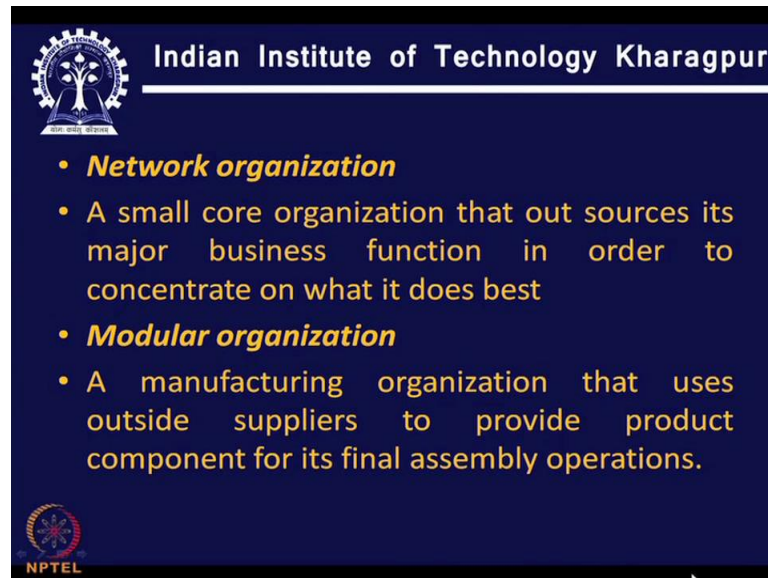
- **Team Structure**
- The use of teams as the central device to coordinate work activities
- Characteristics
- Breaks down departmental barriers
- Decentralizes decision making to the team level
- Requires employees to be generalists as well as specialists
- Creates a “flexible bureaucracy”
- However for teams amount of horizontal coordination required is high and cost of coordination in time and human resources is also high.

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Now, we are looking into some of the new design options the first is the team structure. So, in team structure why it is used is the team is the central device to coordinate work activities. The characteristics of team structure or the breakdown departmental barriers enhances communication, decentralizes decision making from team level, requires employees to be generalist as well as specialist, creates a flexible bureaucracy.

And however, for teams amounts to horizontal coordination required and high cost and cost of community and the cost of coordination in time and human resources is also high. So, this is one of the disadvantage of team structure, in the sense like in you spend lot of time in coordination and coordination in team is very costly. And because you have to get the occupied nature of human resources you have to like each other the mental bonding has to be form the have to train in how to form property. So, cost of like training cost of training, cost of coordination and cost of in terms of time and human resources high for these team structures. So, we have to know like when to use the structure.

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- **Network organization**
- A small core organization that out sources its major business function in order to concentrate on what it does best
- **Modular organization**
- A manufacturing organization that uses outside suppliers to provide product component for its final assembly operations.

Network organization is small core organization that has out source it is measure business function in order to concentration in what it does. And modular organization is a manufacturing organization that uses that uses outside suppliers to provide products components for its final assembly operations. So, here what happens like the product is made separately parts of the product is made separately modules and with different people and with suppliers. And then they and then they provide it to the main organization who assemble it into the condiment for the kind of the thing it required, and it is like used in that cells. Like a manufacturing organization that uses outside suppliers to provide product components for it it is final assembly operations and after that the total things comes out.

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- **Virtual Organization**
- A small, core organization that outsources its major business functions
- Highly centralized with little or no departmentalization
- Concepts
- Advantage: Provides maximum flexibility while concentrating on what the organization does best
- Disadvantage: Reduced control over key parts of the business

Virtual organization, in virtual organization this again a small core organization that out sources it is measure employees, it is that out source is it is measure business functions. So, it is highly concentrated, with it is highly centralized with no departmentalization. So, advantage of it is like provides maximum flexibility to people and while concentrating on while concentrating on one to one organization does best this advantage could be that the reduced control over the key parts of the business. Like if everything is done virtually we do not know like where it is done and how it is done and there is reduced control over the parts, there is too much of water and valuation of authority and there is it is reversed like reduced control like over key parts of the business.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text on a dark blue background. A list of five bullet points is centered on the slide, detailing factors for designing an optimal organizational structure.

- A. Many complex factors and variables must be considered in designing an optimal organizational structure.
- B. The overall structure results from the key decisions in a specific design.
- C. Overall goal—to develop a structure that channels individual and group behavior into patterns that contribute to organizational performance.
- Organizations of the future—likely to be flatter, less hierarchical, and more decentralized and design are driven by technology and its capacity.
- E. Boundary-less organizations are another design approach—it is an attempt to eliminate vertical and horizontal structure, tightly defined work roles, and top-down control. The minimized layers results in a flatter hierarchy.

So, what we find is that many complex factors many complex factors and variables must be considered in designing in optimum organizational structure. So, we have to understand like the overall structure is formed as a result of the key decision processes in the organization, for a particular design; and it is dependent on the overall goal of the organization. So, which analysis individual and group behavior into patterns that contribute organizational performance like how next is organizations of future.

Like whether it like to be flatter less hierarchical and more the centralized and designs are driven by technology and its capability. Bounder less organizations are another design model it is an attempt to eliminate vertical and horizontal structure and which has tightly reserved and defined work roles and top down control; the minimize layers result in a flatter hierarchy. So, these are certain factors like which defines like what is the design of the particular organization. Like what is the overall goal, what do you want to future on the organization of the future and do you go for bounder less organization or not.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is a bulleted list of organizational concepts. At the bottom left, there is a small NPTEL logo.

- **Boundary-less Organization**
- An organization that seeks to eliminate the chain of command, have limitless spans of control, and replace departments with empowered teams
- **T-form Concepts**
- Eliminate vertical (hierarchical) and horizontal (departmental) internal boundaries
- Breakdown external barriers to customers and suppliers
- **The Learning Organization**
- An organization that has developed the capacity to continuously learn, adapt, and change through the practice of knowledge management by employees.

When you are talking of boundary less organizations, so these are organizations that fixed to eliminate the chain of command have limited, I have (()) less span of control and replaced department empower units and teams. The deep of concept it is eliminate vertical and horizontal internal boundaries. So, breakdown external by reverse into costumer and supplier the learning organization is an organization that is developed the capacity to continuously learn develops the capacity to continuously learn adapt and change through the practice of knowledge management by employees. So, learning organization is that which has developed the capacity to continuously learn adapt and change through the practice of knowledge management by employees. So, here we find again boundary less organizations could be life of team concepts and learning organization.

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- **Characteristics of a learning organization:**
 - An open team-based organization design that empowers employees
 - Extensive and open information sharing which is timely and accurate.
 - Leadership that provides a shared vision of the organization's future, support and encouragement
 - A strong culture of shared values, trust, openness, and a sense of community.

The characteristics of a learning organization are that it is an open-based team organization design that empowers employees; extensive and open information shared which is timely and accurate. Then leadership that provides the shared vision of organizations future support and encouragement and strong culture of shared values trust openness and sense of community. Next we come to design which is called social technical model.

In social technical module what is done here the design the is such like it takes care of the both the means of the individual and the fulfillment of the means of the organization that is why this is called social technical module of designing the organization. So, this aim at the joint of organization of the social module, social system like which is called the individuals and continuous behavior of organization etcetera.

Management practice is leadership style and the and it is the technical system, it is a playing between the social system and the technical system will a type of production technology small virtues mass production etcetera. Physical work setting complexity of the work environment and whether it is analyze of polar nature of raw materials etcetera. All through how this two then together through properly define work roles and work role setting of goals and values and matching the skills and attitudes the job.

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The slide features the IIT Kharagpur logo in the top left corner, the text "Indian Institute of Technology Kharagpur" in the top right, and the title "Sociotechnical systems model" in the center. A bullet point describes the model's purpose, and the NPTEL logo is in the bottom left.

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Sociotechnical systems model

- It is designed for the joint optimization of the social system (individual and team behaviour, organization and team culture, management practices, leadership style, degree of communication openness and individual needs and desires) and the technical system (type of production technology- small batch, mass production; level of interdependence- pooled, sequential, reciprocal; physical work setting; complexity of production process- variety and analyzability; nature of raw materials, time pressure) through work roles, task and work flow, setting of goals and values and matching the skills and abilities with the job.

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So, what happens here is the individuals are consulted their opinions are taken while designing systems in the way they would prefer to work. So, these needs to like fulfillment of both the individually and the and behavior and the and the technical part of the organizations. So, what happens over here is there is a balance like if we are not consulting the social part, the social system and we are not involving the employees in the designing of the organization.

What happens they may feel uncomfortable and the organizational design and we may not take care of the factor psychological factors, which gets affected in the design process. So, as we discussed earlier like in the (()) like different designs different structures affect people differently and affect their performance performances. So, here what we have to do is to main social technical deign we take the employees needs first from them, and try to translate it into the like map it with the technical part of the system and try to give a design for it.

Next we will discuss the empowerment styles in Indian context, the empowerment styles in Indian contexts are empowerment styles are information sharing, upward problem solving, task autonomy and attitudinal shaping and self management. So, information sharing is one of the important issues of empowerment in organization then upward globalization of the problem solving like whether this given the people gives suggestions.

Whether it is order or not, where the suggestions are taken or not, whether the communicating to the human or not whether autonomy is given to prefer the task in certain way or not. And what is the shape of the attitude of the people towards empowerment and how to they like self management because we do not have guides to styles you what you can do what you are good at something.

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**Restructuring Indian organizations:
Challenges and responses**

- **Challenges**
- The pressure of competition as a result of liberalization is squeezing margins and profits
- The globalization of business has compelled more and more companies to establish export departments
- New developments in IT have made it necessary to adopt new organizational arrangements.
- The shift in fiscal policy and reduction of government expenditure have forced companies to identify new customers and markets.
- Cost cutting and increased productivity is demanding downsizing of workforce at both worker and managerial level.

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So, next is like how what is therefore, restructuring Indian organizations and what are the challenges and responses to it. The challenges are the pressure for competition as a result of a liberalization is squeezing marginal profits margins and profits, the globalization of business has compelled more and more companies to establish export departments. New developments in IT have made in necessary to adapt new technological arrangements. The shift in fiscal policy and reduction of government expenditure have forced companies to identify new customers and markets. Then cost cutting and increased productivity is demanding downsizing for workforce and both worker and managerially level, these are the some of the challenges which have been faced by the Indian organizations.

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- **Responses**
- Regrouping business activities
- Strategic Business Units

And the answers to a as like regrouping business activities and like different units are grouped together and strategic business units were the each of the there are different if they focuses on more than one business. Then each of the business functions has separate units within the umbrella of the major company is which has it is own functions and departments and services in place; and it has it is own policies developed mission developed. So, under the big umbrella these are again smaller umbrella smaller units defined and each has it is own goal to reach and that that is how it is functioning, so these are called SBU's.

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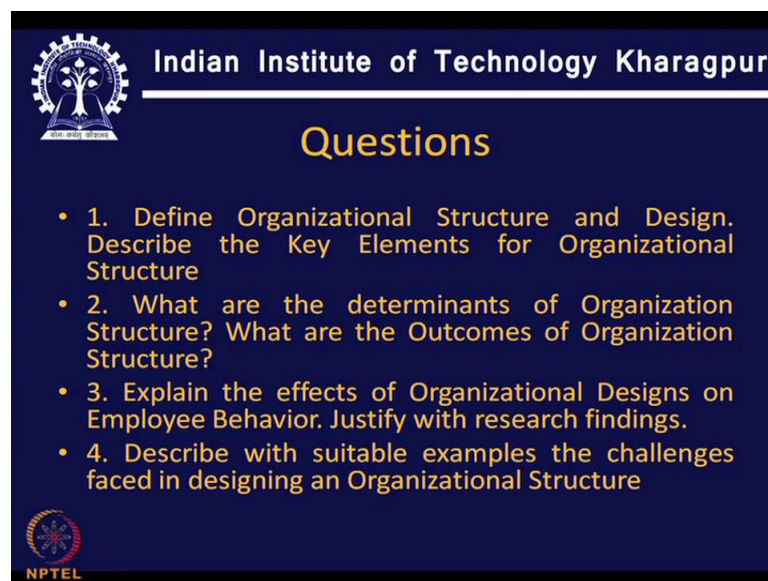
Impact of culture on Indian Business Organizations

- Centralized decision making
- Slow decision making
- Short term focus
- Individual Orientation
- Avoidance of conflict
- Low risk tolerance
- Focus on results
- Individual accountability
- Little or no horizontal cooperation
- Highly politicized environment
- Bureaucratic structure
- Resistance to change
- Guarded communication
- Slow communication
- Adoption of indirect communication style

Impact of culture or Indian business organizations are centralized session making in most cases, low decision making, individual orientation, avoidance of conflict, low risk tolerance. Then focus on results, individual accountability, little or no horizontal cooperation highly politicized environment, this is very important highly politicized environment, bureaucratic structure, resistance to change guarded communication, slow communication adoption of indirect communication style.

So, what you find like there is more sort of life protective culture apart an (()) culture where people wants to be guided to some mixer. And there is a resistance to change, then people would like to this to be guided from talk regarding how to do things, these are some are the culture specific findings of like what is impact of culture, the Indian business organization based on the Indian cultural how people, how organizations are reacting to it.

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The slide is a dark blue presentation slide with white and yellow text. At the top left is the IIT Kharagpur logo, and at the top right is the text 'Indian Institute of Technology Kharagpur'. The title 'Questions' is centered in yellow. Below the title are four bullet points in white text. At the bottom left is the NPTEL logo.

Indian Institute of Technology Kharagpur

Questions

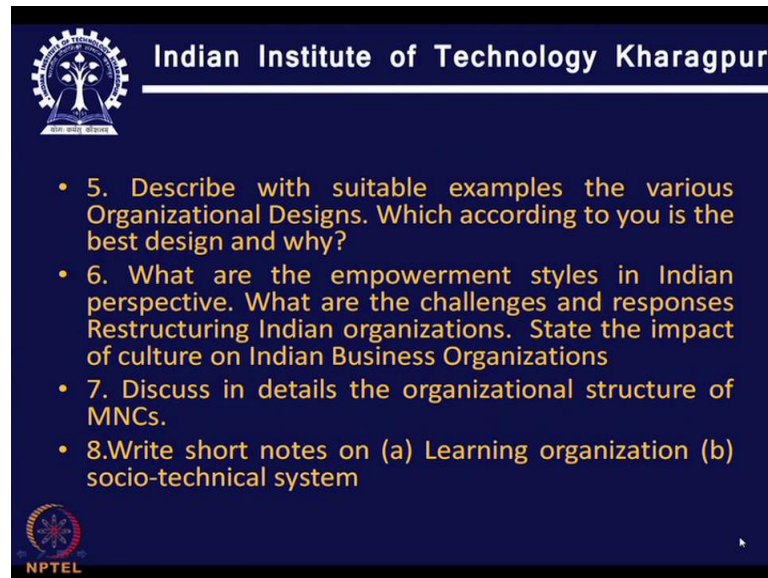
- 1. Define Organizational Structure and Design. Describe the Key Elements for Organizational Structure
- 2. What are the determinants of Organization Structure? What are the Outcomes of Organization Structure?
- 3. Explain the effects of Organizational Designs on Employee Behavior. Justify with research findings.
- 4. Describe with suitable examples the challenges faced in designing an Organizational Structure

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Based on this will move to certain questions like define organizational structure and design, we have already defined it in the start of the discussion, describe the key elements for the organizational structure. What are the determinants of the organizational structure, how the outcomes what are the outcomes of the structure.

So, explain the effect formational design and employee behavior, justify with some research findings, describe with suitable example the challenges faced in designing and organizational structure.

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The slide features the IIT Kharagpur logo in the top left corner, which includes a tree and the motto 'सत्यमेव जयते'. The text 'Indian Institute of Technology Kharagpur' is displayed in the top right. The main content consists of four bullet points in yellow text on a dark blue background. In the bottom left corner, there is a small NPTEL logo.

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- 5. Describe with suitable examples the various Organizational Designs. Which according to you is the best design and why?
- 6. What are the empowerment styles in Indian perspective. What are the challenges and responses Restructuring Indian organizations. State the impact of culture on Indian Business Organizations
- 7. Discuss in details the organizational structure of MNCs.
- 8. Write short notes on (a) Learning organization (b) socio-technical system

NPTEL

Describe the suitable examples the various organizational designs, what according to you is the best design and why, what are the empowerment styles in Indian perspective, what are the challenges and responses restructuring of Indian organizations. State the impact of culture on Indian business organization, what is the structure of MNC, write short notes on learning organization and social technical system.

Thank you.