



UNIT OUTLINE

Designing Effective Organisations

UNIT CODE & TITLE	JN615 Designing Effective Organisations
AUTHOR	Lindon Marks
SCHOOL	School of Business
COURSE	Bachelor of Management
PREREQUISITES	JN501 Management Principles
COREQUISITES	Nil
DURATION	One teaching period
CREDIT POINTS	15

OBJECTIVES

Students completing this unit will have demonstrated achievement of the following objectives.

Knowledge

- to understand and explore key concepts and models of organisation theory
- to use these concepts, models and theories in understanding organisations

Skills

- to apply these concepts models and theories to organisations
- to make recommendations about organisations in the light of this application
- to evaluate the concepts models and theories used

Values/Attitudes

- to appreciate the role of organisation theory in managing organisations
 - to appreciate the interrelationship of theory and praxis
 - to value complexity
 - to value contingent and systemic approaches
-

CONTENT

Key concepts and models of organisation theory are explored and applied to organisations in order to understand contingent approaches to designing organisational systems that are effective from a managerial perspective. Topics include:

- Systems theory
- The organisational environment and the concept of contingency
- Organisational effectiveness
- Organisational structure
- Organisational design
- Organisational technology
- Organisational culture
- Organisational control
- Building learning organisations

LEARNING TASKS AND ASSESSMENT

Learning tasks	Learning Products	Weighting
Case/theory paper	Case/theory paper	30%
Group project (theory application) <ul style="list-style-type: none">• Presentation• Report	Group presentation Group report Peer evaluation	10% 10% 10%
Pre-sighted examination preparation	Pre-sighted examination	40%

METHODOLOGY

Three hours of class contact, made up of one hour of lectures and two hours that may include tutorials, workshops, student presentations, practitioner seminars and site visits.

REFERENCES

Banner, D.K. & Gagne, T.E. (1995). *Designing effective organisations: Traditional and transformational views*. Thousand Oaks, Cal.: Sage.

Bedeian, A.G. & Zammuto, R.F. (1991). *Organizations: Theory and design*. Chicago: Dryden.

Dessler, G. (1986). *Organization theory: integrating structure and behavior*. (2nd ed.). Englewood Cliffs, NJ: Prentice Hall.

Galbraith, J.R. (1977). *Organization design*. Reading, Mass.: Addison-Wesley.

Hastings, C. (1993). *The new organization: Growing the culture of organizational networking*. London: McGraw-Hill.

Mintzberg, H. (1979). *The structuring of organizations: A synthesis of the research*. Englewood Cliffs, N.J: Prentice Hall.

Robbins, S.P. & Barnwell, N.S. (1994). *Organisation theory in Australia*. (2nd ed.). Sydney: Prentice Hall.

**UNIVERSITY OF BALLARAT
UNIT HANDBOOK ENTRY**

UNIT CODE AND TITLE: JN615 Designing effective organisations

CREDIT POINTS: 15

OFFERED: Teaching Period 3

PREREQUISITES: JN501 Management Principles

COREQUISITES: Nil

CONTENT

Key concepts and models of organisation theory are explored and applied to organisations in order to understand contingent approaches to designing organisational systems that are effective from a managerial perspective. Topics include: systems theory; organisational environmental; effectiveness; structure; design; technology; culture; control and learning organisations.