

NATIONAL OPEN UNIVERSITY OF NIGERIA

MBA 877



Organization Designs &
Development
Module 3

MBA 877 Organizational Designs and Development

Course Guide

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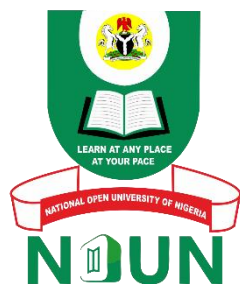
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Introduction

MBA 777 is prepared for students running the masters degree in Business Administration and other related programmes in the School of Management Sciences. This course consists of 15 units, focusing on the nature of organisation development and organisation design. This course undertakes a critical analysis of organisation development as a means of improving organisation effectiveness and ensuring growth. The basic concept of structure and its dimension constitute a major part of this study. Organisation design will help to decide the appropriate structure, taking note of the environment and its challenges in which an organisation is found.

The course guide gives you an idea of what the course is all about. It also notifies you of the materials you will be using and how to make use of the materials to ensure adequate success. Other information contained in the course includes how to make use of your time and details on tutor-marked assignment. There will be tutorial classes; full details concerning tutorial classes will be conveyed to you at the appropriate time.

What You Will Learn in This Course

The course is made up of fifteen units, covering areas such as the nature of organisation development, concept of innovation, growth and structural dimension of organisation and so on. This course guide is meant to provide you with necessary information about the course, the nature of the materials you will be using and how to make the best use of the materials towards ensuring adequate success in your programme.

Also included in this course guide are information on how to make use of your time and how to tackle the tutor-marked assignment. There will be tutorial sessions during which your instructional facilitator will take you through difficult areas, and interact with you and your fellow learners.

Course Aims

The aim of this course is to help you to understand how to improve an organisation; it will also help you to get to know the structure and design arrangement that will bring about efficiency and effectiveness in organisations. The aims of the course will be achieved by:

- explaining the nature, development and design of an organisation
- evaluating the concept of innovation
- identifying methods of growth
- describing the impact of technology on the environment of an organisation
- highlighting the components of structure
- analysing mutual impact of strategy.

Course Objectives

At the end of this course you should be able to:

- describe organisational development, its nature and principle
- explain growth in organisation and its method
- list types of environment
- evaluate the impact of technology and strategy on structure.

Course Materials

The course is made up of the following components:

- Course guide
- Study units
- Textbooks
- Assignment file
- Presentation schedule.

Study Units

There are fifteen units in this course, broken into three modules; these are presented below.

Module 1

Unit 1	An Overview of Organisational Design
Unit 2	Nature of Organisational Development
Unit 3	Organizational Development: Objective and Process
Unit 4	Concept of Innovation
Unit 5	Organisational Growth
Unit 6	Method of Organisational Growth

Module 2

Unit 1	Environment and Organisational Development
Unit 2	Managing Environment
Unit 3	Structure and Elements of Formal Structure
Unit 4	Structural Dimension of an Organisation: Complexity
Unit 5	Structural Dimension of Organisation: Formalisation and Centralisation

Module 3

Unit 1	Managing Organisational Change and Development
Unit 2	Technology and Structure
Unit 3	Components of Organisational Design and Management
Unit 4	Mutual Impact of Strategy

References/Further Reading

You may wish to consult the references and other books suggested at the end of each unit; they are meant to give you additional information, if only you can lay your hands on them. You are expected to study the materials, reflect on them, and do the exercises. Some of the exercises will necessitate your visiting some business organisations. You are advised to do so in order to observe how organisations are structured and designed.

Assessment

There are many assignments in this course and you are expected to do all of them by following the schedule prescribed for them.

Self Assessment Exercise

In doing the tutor-marked assignments, you are to apply what you have learnt in the contents of the study units. These assignments, which are many in number, are expected to be turned in to your tutor for grading. They constitute 50% of the total score for the course.

Final Examination and Grading

At the end of the course, you will write the final examination. It will attract the remaining 70%. This makes the total final score to be 100%.

Presentation Schedule

Your assignment file consists of all the details of the assignments you are required to submit to your tutor for marking. The marks obtained for these assignments will count towards the final mark you obtain for this course; more information on the assignments can be found in the assignment file.

Course Marking Scheme

The marks that make up the total score for this course are as shown in the table below:

Assessment	Marks
Assignments (the best three will be selected)	10% of the selected marked assignments, totalling 30%
Final examination	Examination score 70%

Total	Overall course score 100%.
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How to Get the Most from This Course

In distance learning, the study units replace the lecturer. There is the advantage of reading and working through the course material at the pace that suits the learner best. You are advised to think of it as reading the lecture as against listening to the lecturer. The study units provide exercises for you to do at appropriate periods instead of receiving exercises in the class.

Each unit has common features which are designed, purposely, to facilitate your reading. The first feature is an introduction to the unit. This reflects the manner in which each unit is integrated with other units and the entire course. The second feature is a set of learning objectives. These objectives should guide your study. After completing the unit, you should go back and check whether you have achieved the objectives or not. The next feature is self-assessment exercises, study questions which are found throughout each unit. The exercises are designed basically to help you recall what you have studied and to assess your learning by yourself.

You should do each self-assessment exercise and the study question as you come to each in the study unit. The next features are conclusion and summary at the end of each unit. These help you to recall all the main topics discussed in the main content of each unit. There are also tutor-marked assignments at the end of appropriate units. Working on these questions will help you to achieve the objectives of the unit and to prepare for the assignments which you will submit and the final examination. The final features are references/further reading. The books suggested at the end of each unit are meant to give you additional information, if only you can lay your hands on them.

It should take you about one hour to complete a study unit, including the exercises and assignments. Upon completion of the first unit, you are advised to note the length of time it took you, and then use this information to draw up a timetable to guide your study of the remaining units. The margins on either sides of each page are meant for you to make notes on main ideas or key points for your usage when revising the course. These features are for your usage to significantly increase your chances of passing the course.

Facilitators/Tutors and Tutorials

There are many ways of learning as an open distant learner. You learn when you interact with the content in your course material just as a student interacts with the teacher in a conventional institution. You also learn when you are guided through the course. Though you are not taught the course, your course material is however your teacher; and as such, you will not be able to get answers to any questions which may arise from your study of the material. For this reason, apart from the course material which you have received, the delivery of this course is aided by tutorial facilitation and counselling support services. These services are not compulsory but you are encouraged to, maximally, take advantage of them.

A number of hours have been scheduled for this course, and they form a part of your learning process; you also have an opportunity to receive face-to-face interaction with your informal facilitator and to receive answers to questions or classifications which you may have. Also, you may contact your tutorial facilitator by telephone or e-mail.

As an open and distant learner, you are expected to prepare ahead of time by studying relevant study units, write your questions so as to gain maximum benefit from tutorial

sessions. Information about the location and time schedule for facilitation will be available at your study centre.

Note that tutorial sessions are flexible arrangements between you and your tutorial facilitator. You will need to contact your study centre to arrange the time schedule for the sessions. You will also need to obtain your tutorial facilitator's phone number and e-mail address.

Tutorial sessions are optional, however; participating in them provides tremendous benefits because they provide a forum for interaction and group discussions which will maximise the isolation you may experience as an open and distant learner. Your tutorial facilitator guides you by doing the following things.

- Providing answers to your questions during tutorial sessions on phone or by e-mail.
- Coordinating group discussions.
- Providing feedback on your assignments.
- Posing questions to confirm learning outcomes.
- Coordinating, marking and recording your assignments/ examination scores.
- Monitoring your progress.

English language is the language of instruction for this course. The course material is available both in print and on CD. It is also on the website of the National Open University of Nigeria. However, on your part, you are to prepare ahead of time by studying and writing your questions so as to maximally benefit from facilitation.

Information about the location and time of facilitation will be available at your study course. This is a flexible arrangement between you and your tutorial facilitator. You should contact your tutorial facilitator whenever:

- you do not understand any part of the study unit
- you have difficulty with the self-assessment exercises
- you have a question or a problem with an assignment, or your tutorial facilitator's comments on an assignment or with the grading of an assignment.

Summary

This course will help you to understand organisational structure and design, and how to manage these structures in the dynamic business environment. On successful completion of this course, you would have been armed to design and evaluate structure, so you can contribute to the efficiency of an organisation.

Best of luck.