

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Theory of Organizational Design			
2.	Code	MSHR 511			
3.	Study programme	MBA in Strategic Human Resources Management			
4.	Organizer of the study programme (university unit i.e., institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 1 <sup>st</sup> semester (winter)	7.	Number of ECTS credits	6
8.	Professor	Kiril Postolov PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives:  After completing the subject, students need to be able to: <ul style="list-style-type: none"><li>• Demonstrate knowledge of the principles of organization structure and design.</li><li>• Develop skills for understanding the impact of environment, strategy, and organizational size on organizational and interorganizational relationships.</li><li>• Demonstrate analytical skills in linking design/structure to performance.</li><li>• Develop awareness of the decision-making hierarchies, bureaucracy, power and politics.</li><li>• Demonstrate knowledge of various organization theories which enable managers to understand, predict, and influence organizational design/structure and development.</li><li>• Demonstrate awareness of the complex issues faced by managers in the area of ethics and social responsibility in organizational development.</li></ul> Student Learning Objectives (SLOS): <ul style="list-style-type: none"><li>• SLO 1.1: An understanding of the different approaches in the process of Organizational design</li><li>• SLO 2.1: Be capable of analyzing and synthesise internal and external organizational design elements.</li><li>• SLO 3.1: The ability to effectively translate and apply an understanding of their knowledge of the literature into practical decisions in the workplace and use the terminology and jargon of management correctly..</li></ul>				
11.	Subject methods: <ul style="list-style-type: none"><li>1. Organizational Environment and Designing Organization</li><li>2. Internal Design Elements- Organizational Size, Life Cycle and Decline</li><li>3. Organizational structures and Management techniques in designing organization</li><li>4. Managing Dynamic Processes</li><li>5. Crisis in the Organization and crisis management</li></ul>				
12.	Learning methods: interactive lectures with presentations, team preparation of essay and presentation, education videos in flipped classroom, individual preparation of essay and presentation				
13.	Total hours	6 ects X 25 classes = 150 classes			
14.	Allocation of hours per activity	(24+ 16) + (34+12+34+30)			
15.	Types of teaching activates	15.1.	Lectures (12 weeks X 2)		24
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork		16
16.	Other types of activity	16.1.	Team assignments		34 classes
		16.2.	Education video in flipped classroom		12 classes
		16.3.	Individual assignments		34 classes
		16.4.	Self- study		30 classes
17.	Grading method				
	17.1.	Test			30 points

	17.2.	Individual tasks / project (assignments: written and oral)- Essay			20 points	
	17.3.	Team work- common project (assignments: written and oral)- Essay			35 points	
	17.4.	Online Discussions			10 points	
	17.5.	Quizzes			5 points	
18.	Grading scale			Less than 55 points	5 (five) (F)	
				From 56 to 65 points	6 (six) (E)	
				From 66 to 75 points	7 (seven) (D)	
				From 76 to 85 points	8 (eight) (C)	
				From 86 to 90 points	9 (nine) (B)	
				From 91 to 100 points	10 (ten) (A)	
19.	Preconditions for taking the final exam			Realized activities from 15 and 16		
20.	Language			English		
21.	Evaluation method			Internal evaluation and survey		
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Richard L. Daft	Organization Theory and Design-selected materials	Cengage Learning	2015
			Presentation			
			Mary Jo Hatch	Organization and Environment	Oxford Higher Education	2016
			Gareth R. Jones	Organizational Transformations: Birth, Growth, Decline, and Death	Pearson Education, Inc. Publishing as Prentice Hall	2013
			Maureen S. Rush	Crisis Management Plan and Crisis Management Operations Overview	University of Pennsylvania	2015
			Richard L. Daft	Conflict, Power, and Politics	Cengage Learning	2015
			Richard L. Daft	Fundamentals of Organization	Cengage Learning	2015
	22.2.	Supplemental literature				
		No.	Author	Title	Publisher	Year
			Article in Journals			
			Kyle Ehrhardt, Belle R. Ragins	Relational attachment at work: A complementary fit perspective on the role of relationships in organizational life	Academy of Management Journal,	2019, Vol. 62, No.1., pp. 248-282
			<a href="#">Mikušová, Marie</a> , <a href="#">Horváthová, Petra</a>	Prepared for a crisis? Basic elements of crisis management in an organisation,	<a href="#">Economic Research-Ekonomska Istrazivanja</a>	Dec2019, Vol. 32 Issue 1, p1844-1868.

			<a href="#">Kretschmer, Tobias, Khashabi, Pooyan</a>	Digital Transformation and Organization <b>Design</b> : An Integrated Approach	<a href="#">California Management Review</a> .	Aug2020, Vol. 62 Issue 4, p86-104.
			Murray, Genevra F. <a href="#">D'aunno, Thomas Levis, Valeria A.</a>	Trust, Money, and <b>Power</b> : Life Cycle Dynamics in Alliances Between Management Partners and Accountable Care <b>Organizations</b> ,	<a href="#">Milbank Quarterly</a> .	Dec2018, Vol. 96 Issue 4, p755-781.
			<a href="#">Marasi, Shelly, Bennett, Rebecca J., Budden, Heather</a>	The Structure of an <b>Organization</b> : Does It Influence Workplace Deviance and Its' Dimensions? And to What Extent?	<a href="#">Journal of Managerial Issues</a> .	Spring2018, Vol. 30 Issue 1, p8-27.
			Soderstrom, Sara B., Weber, Klaus:	Organizational Structure from Interaction: Evidence from Corporate Sustainability Efforts	<i>Administrative Science Quarterly</i> ,	2019, Vol. 65 Issue 1, pp. 226-271