



MMBA8089

Designing Organisations for a Digital World

Term 2, In person-scheduled-weekday, City 2022

Department of Actuarial Studies and Business Analytics

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General Information

Unit convenor and teaching staff

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Credit points

10

Prerequisites

Admission to MBA or GradDipMgt

Corequisites

Co-badged status

Unit description

In a fast-moving digital world organisational strategy and design is central to build and mobilise change capability. Designing organisations to meet ever-changing customer needs and harness rapidly developing new technologies is a critical leadership responsibility. Organisations reliant on hierarchical structures and decision-making to develop and implement strategy are often too slow for the innovation and agility required in a digital world. In contrast, organisations designed for a digital world are able to deliver innovative customer experiences by leveraging people, processes, data and technology to unlock new enterprise-wide capabilities. Understanding how to effectively design businesses for sustained success requires a focus on operational design and new ways of working.

In this unit we will examine five building blocks that contribute to business success for digital: operational backbone, digital platform, shared customer insights, accountability framework, and an external developer platform. We will examine what it takes to design, build and implement these building blocks and how they work together to transform organisations to deliver new customer and employee experiences.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

ULO1: Demonstrate an understanding of the role and relationship between organisational design, digital technology, and digital transformation.

ULO2: Evaluate and apply different perspectives for digital design using the five building blocks model.

ULO3: Analyse and assess organisational capability gaps and development needs to create value in a digital world.

ULO4: Examine and identify leadership skills critical for managing a future-ready workforce.

General Assessment Information

Design a Digital Offering:

This assessment requires you to design a digital offering for your firm or another firm that you are very familiar with. You will be required to apply the framework that we have discussed in class and meet the criteria for a digital offering in a way that presents a new solution to a customer problem. You will create a video presentation of your offering that can be shared with your classmates for their critique. The final version of the video that must acknowledge changes and improvements following class online and in-person discussion will be assessed.

Crowd-sourced Learning Community

You are required to view all of the class videos and provide constructive feedback, questions online. You will be assessed on the quality of your feedback and questions in the context of the course material. This on-line feedback will comprise most of your grade together with the quality of your participation in the class discussion in Week 8.

Digital Offering proposal (2000 words max)

Using your digital offering or a new innovation for your company or a company you are familiar with develop a business case that considers at least 4 of the 5 building blocks suitable for presentation to the senior leadership team. The proposal may use dot points, diagrams, and include links to relevant materials. You need to show that you have understood and engaged with the relevant building blocks and can deliver a compelling argument for your innovation to go to the next stage of development.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Crowd-sourced learning community</u>	30%	No	Video due May 8, critique due 15 May, in-class Week 8
<u>Designing a Digital Offering</u>	30%	No	Final video due midnight June 05
<u>Digital Offering Proposal</u>	40%	No	Upload by midnight May 19

Crowd-sourced learning community

Assessment Type ¹: Participatory task

Indicative Time on Task ²: 12 hours

Due: **Video due May 8, critique due 15 May, in-class Week 8**

Weighting: **30%**

Participate in class discussions and in the discussion forum.

On successful completion you will be able to:

- Examine and identify leadership skills critical for managing a future-ready workforce.

Designing a Digital Offering

Assessment Type ¹: Design Task

Indicative Time on Task ²: 22 hours

Due: **Final video due midnight June 05**

Weighting: **30%**

Develop a plan for a digital offering for an organisation and make a video.

On successful completion you will be able to:

- Demonstrate an understanding of the role and relationship between organisational design, digital technology, and digital transformation.
- Evaluate and apply different perspectives for digital design using the five building blocks model.

Digital Offering Proposal

Assessment Type ¹: Project

Indicative Time on Task ²: 20 hours

Due: **Upload by midnight May 19**

Weighting: **40%**

Develop a business case for a proposed digital innovation.

On successful completion you will be able to:

- Demonstrate an understanding of the role and relationship between organisational design, digital technology, and digital transformation.
- Evaluate and apply different perspectives for digital design using the five building blocks model.
- Analyse and assess organisational capability gaps and development needs to create value in a digital world.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

This unit will be delivered in-person with a hybrid option for those who cannot get to class. The preferred learning mode is to be in the classroom to take maximum advantage of the interaction with industry leaders who will be with us for most classes.

The Text that will form the backbone of the unit is:

Ross, J. Beath, C. and Mocker, M (2019) “Designed for Digital: How to Architect your Business for Sustained Success” The MIT Press, Cambridge Massachusetts

It is recommended that you purchase a copy of this text as it will be assumed knowledge before each class. Classes will be highly interactive and it is anticipated that we will learn from each other as the term progresses. Each session builds on the one before it.

Unit Schedule

Unit Schedule

Text: Ross, J. Beath, C. and Mocker, M (2019) “Designed for Digital: How to Architect your Business for Sustained Success” The MIT Press, Cambridge Massachusetts

Week	Topic	Short description	Readings
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Five Building Blocks for Digital Transformation	#1 April 4	Digitized vs Digital	To deliver sustained business success in a digital world companies need to get good at both digitizing (operational excellence) and becoming digital (new value propositions). In this session we will explore the differences and examine a series of cases that bring these concepts to life. In this session we will introduce the Five Building Blocks that will be further developed in the next five weeks of the course.	Text: Chapter 1, pp 1-19 Case study: Royal Philips Further reading: https://cisr.milton.edu/publication/2018_0101_PhilipsDigitalTransformation_RossMockerVanZoele https://cisr.milton.edu/publication/2018_0601_BuildingBlocks_RossMockerBeath
	#2 April 11	Designing a Customer-centric enterprise	Digital enterprises are customer obsessed. They become great at understanding the experiences that customers want currently and also at making sure that they are capable of constantly sensing changing needs and creating the organisational agility to respond. In this session we will set up the group assignment and the sprints to give students hands-on experience of working in agile ways and to craft a digital innovation to meet a critical customer need.	Text: Chapter 2, pp 21-38 Case study: Schneider Electric
	#3 April 18	Easter Monday (no class)	Alternative session to be advised	
	#4 April 25	Anzac Day (no class)	Alternative session to be advised	

#5 02 May	Building an Operational Backbone	Architecting the way IT is designed and managed is critical to creating the flexibility and agility to meet rapidly changing customer and employee needs. IT units in digitally progressive firms look very different from more traditional IT departments. This session will examine IT architectures, leadership and ways of working required to develop a digital backbone that is fit for digital.	Text: Chapter 3, pp 39-56 and Chapter 4, pp 57-76 Case study: Lego Further reading: https://cisr.mit.edu/publication/2017_0201_NewestGovernanceChallenge_UmbachRoss
#6 09 May	Making the workforce Accountable	Firms that are future-ready are less focussed on structure and more concerned with decision rights, the development of their workforce capabilities and leadership based around coaching and communicating, rather than command and control. In this session we will look at how companies are changing accountabilities for digital.	Text: Chapter 5, pp 77-100 Case Study: CarMax Further Reading: https://cisr.mit.edu/publication/2020_0901_SerialDigitalOfferings_FonstadMocker https://cisr.mit.edu/publication/2020_0601_BuildingComponentizedOrganization_RossBeathNelson
#7 16 May	Partnering to build capabilities	Increasingly firms are finding that they cannot deliver the desired customer experience alone and therefore they need to partner in some way with other organisations. These partnerships, however, need to be digital forms of engagement in order to deliver value fast enough and at a cost to build sustainable value. This session will look at ways of digitally partnering including external development platforms.	Text: Chapter 6, pp 101-117
#8 23 May	Group Presentations	Digital offerings from each group will be presented to the class.	Text: Chapter 7, pp 119-141

New ways of Working and Leading for Digital	#9 30 May	Test & Learn approaches to product development	Contemporary digital businesses have innovation as part of their DNA. In these two sessions we will look at how companies consistently test and learn to develop new digital offerings for customers. The ability to manage products in this way not only requires new work practices, but also new workforce capabilities.	https://cisr.milton.edu.au/publication/2022_0301_ThreeLearningImperatives_FonstadMocker https://cisr.milton.edu.au/publication/2019_0501_LearningFast_RossFonstad https://cisr.milton.edu.au/publication/2018_0201_TestAndLearn_FonstadRoss Case study for Weeks 9 & 10: DBS Bank
	#10 06 June	Investing in a Future-ready Workforce for Digital		https://cisr.milton.edu.au/publication/2020_1201_FutureReadyWorkforce_DeryWoernerBeath
	#11 13 June	Leading with Data	Leaders in digital organisations not only need to understand how to manage ways of working that are more aligned to test and learn approaches, they also need to be more evidence-based. As data is managed in ways that shed new insights onto problems and opportunities, it invites leaders to ask very different questions.	Readings: Text: Chapter 8, pp 143-152 Case study: BBVA Further Reading: https://cisr.milton.edu.au/publication/2022_0301_ThreeLearningImperatives_FonstadMocker https://cisr.milton.edu.au/publication/2018_0701_DataDriven_BBVA_WixomSomeh
10			Summary of the course	

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)

Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.