



MMBA8089

Designing Organisations for a Digital World

Term 3, In person-scheduled-intensive, North Ryde 2024

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

All assignments will be graded and returned to students within 2 weeks of submission.

Assignment 1 is completed in class with the assessment based on an in-class presentation on Day 3. The three assignments together are designed to simulate a typical digital design process in an organisation (see video)

Assessment Tasks

Name	Weighting	Hurdle	Due
Crowd-sourced learning community	30%	No	28 July
Digital Offering Proposal	40%	No	11 August
Designing a Digital Offering	30%	No	01 September

Crowd-sourced learning community

Assessment Type ¹: Participatory task

Indicative Time on Task ²: 12 hours

Due: **28 July**

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.

Digital Offering Proposal

Assessment Type ¹: Project

Indicative Time on Task ²: 20 hours

Due: **11 August**

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.

Designing a Digital Offering

Assessment Type ¹: Design Task

Indicative Time on Task ²: 22 hours

Due: **01 September**

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.

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 is the main text for this course and it is critical that you access the book and , as a minimum,

read the daily required reading as a minimum for the course:

Ross, J., Beath, C., and Mocker, M., 2019, "Designed for Digital: How to Architect your Business for Sustained Success" , MIT Press .

Additional readings and links are contained under each daily summary in iLearn.

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 Advocacy](#) provides independent advice on MQ policies, procedures, and processes

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.

Unit information based on version 2024.03 of the [Handbook](#)