



MMBA8089

Organisational Design: Thriving in the Digital Age

Term 3, In person-scheduled-weekday, City 2026

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

AI and digital technologies are reshaping industries at a speed that outstrips most organisations' ability to adapt. For today's leaders, the challenge is not simply adopting new technology - it is building organisations that are smarter, faster and more adaptive - while the business keeps running. This unit equips you with the frameworks, tools and leadership capabilities to meet that challenge head-on.

Grounded in real-world case studies, you will examine how leading organisations are rethinking their operating models, ways of working and technology foundations to compete in a data-driven world. You will develop a practical understanding of the essential building blocks of data, AI and digital transformation – from agile **operating models** and **scalable data and technology foundations** to the talent strategies that sustain innovation. Beyond the technical, you will build the leadership capabilities that transformation demands: how to diagnose organisational capability gaps, define and communicate measurable value, craft compelling change narratives and bring stakeholders along in complex, fast-moving environments. This unit does not offer a universal playbook. Instead, it develops your ability to think clearly, lead confidently and act decisively—in your organisation, your industry and your context.

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: Explain the key components of organisational design — ways of working, operating models, and technology foundations — and their role in enabling Data, AI and Digital transformation.

ULO2: Identify organisational problems and opportunities and evaluate how data and digital transformation can generate measurable and sustainable value.

ULO3: Analyse capability gaps across talent, ways of working, and data and technology, and develop prioritised recommendations aligned to defined value outcomes.

ULO4: Apply influencing, change leadership, and communication skills to drive transformation and engage diverse stakeholders across complex organisational contexts.

General Assessment Information

Late Assessment Submission Penalty (written assessments)

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern.

For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to apply for Special Consideration.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
<u>Professional Practice: Personal Reflections</u>	20%	No	28/08/2026	Individual	No	Open
<u>Professional Practice: Transformation Pitch</u>	30%	No	25/08/2026	Individual and Group	No	Open
<u>Professional practice: Transformation Plan</u>	50%	No	04/09/2026	Individual and Group	No	Open

Professional Practice: Personal Reflections

Assessment Type ¹: Reflection task

Indicative Time on Task ²: 15 hours

Due: **28/08/2026**

Weighting: **20%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to think critically about how the topics covered connect to your own professional experience and context.

You will contribute thoughtful, relevant responses to discussion forum and engage constructively with your peers' contributions. Throughout the course, structured discussion forum prompts will be posted aligned to the core themes covered. At the end of the course, you will submit a written essay drawing on the forum discussions and your learning across the term, reflecting on the key insights you have gained around the opportunities and challenges of data and AI transformation.

Skills in focus:

- Critical thinking and problem solving
- Communication skills
- Discipline knowledge
- Global, ethical and environmental citizenship

Deliverable(s): Written submission [max 1000 words]

Individual assessment

On successful completion you will be able to:

- Explain the key components of organisational design — ways of working, operating models, and technology foundations — and their role in enabling Data, AI and Digital transformation.
- Identify organisational problems and opportunities and evaluate how data and digital transformation can generate measurable and sustainable value.
- Analyse capability gaps across talent, ways of working, and data and technology, and develop prioritised recommendations aligned to defined value outcomes.

Professional Practice: Transformation Pitch

Assessment Type ¹: Presentation task

Indicative Time on Task ²: 20 hours

Due: **25/08/2026**

Weighting: **30%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to demonstrate your ability to analyse an organisation's transformation opportunity, make the case for change, and present a compelling recommendation to senior leadership.

You will present live to . Your presentation should articulate why transformation is necessary, specify the scope, and outline your recommended approach, drawing on the models and frameworks covered in the unit across organisational structure, ways of working, leadership, culture, data and technology.

While this assessment requires that you work collaboratively as a group, each member is expected to take a clear and active role in delivering it. Prior to the presentation, each group must submit a brief outline specifying which areas of the project each member is responsible for. This will inform the individual components of your assessment.

Skills in focus:

- Critical thinking and problem solving
- Work readiness
- Collaboration and communication

Deliverable(s): Group presentation (max 20 min; 20% marked individually, 10% group)

Individual and group assessment

On successful completion you will be able to:

- Identify organisational problems and opportunities and evaluate how data and digital transformation can generate measurable and sustainable value.
- Analyse capability gaps across talent, ways of working, and data and technology, and develop prioritised recommendations aligned to defined value outcomes.
- Apply influencing, change leadership, and communication skills to drive transformation and engage diverse stakeholders across complex organisational contexts.

Professional practice: Transformation Plan

Assessment Type ¹: Professional task

Indicative Time on Task ²: 30 hours

Due: **04/09/2026**

Weighting: **50%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to work with peers to develop your transformation plan, based on the presentation, into a detailed written report for board consideration. The report should expand on the analysis and recommendations you presented, providing the depth and rigour expected of a formal board submission.

You will develop a professionally written report that outlines (1) why transformation is necessary, (2) the scope of the proposed transformation, (3) resources and support required to achieve the desired outcomes and (4) an implementation roadmap.

Skills in focus:

- Critical thinking and problem solving
- Work readiness
- Collaboration skills
- Communication skills

Deliverable(s): Written group report [max 2000 words; 30% marked individually, 20% group]

Individual and group assessment

On successful completion you will be able to:

- Identify organisational problems and opportunities and evaluate how data and digital transformation can generate measurable and sustainable value.
- Analyse capability gaps across talent, ways of working, and data and technology, and develop prioritised recommendations aligned to defined value outcomes.
- Apply influencing, change leadership, and communication skills to drive transformation and engage diverse stakeholders across complex organisational contexts.

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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service](#)

[Connect Portal](#).

Delivery and Resources

See 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 connect.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/>

Academic Success

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

- [Ask a Study Coach](#)
- [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 the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit <https://students.mq.edu.au/support/technology/service-desk>.

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 2026.06 of the **Handbook**