**Postgraduate Taught Course Unit Template, Alliance Manchester Business School**

|  |  |
| --- | --- |
| **Course unit title** | **Organization Design and Value Creation** |
| **Course unit code** | BMAN71751 |
| **Credit rating** | 15 |
| **Course Coordinator** | Professor Nuno Gil |
| **Semester** (1, 2 or full year) | 1 |

|  |
| --- |
| **Course unit overview:** |
| The course will provide an overview of organization design literature as a means to further our understanding of how traditional and emergent forms of organizing work co-exist and create and appropriate value. The first part will focus on well-known forms of organizing including hierarchies, markets, relational contracts, and commons organizations. The second part will discuss how technological advances are lowering coordination costs and facilitating system decomposability, enabling the design of new interorganizational forms of organizing work including business ecosystems, self-organizing communities of production, flash organizations, and hybrid systems between hierarchy and collective action such as megaproject organizations. We will also discuss how progress in robotics and AI, the last phase of the so-called second machine age, is gradually allowing for new organizational designs. Finally the last section of the course will look into organisational design in emerging economies, and thus into relationships between organizational design and the quality of the institutional environment. |
| **Aims:** |
| The course will introduce key ideas in organization design literature including alternative governance structures (hierarchy, merit-based authorities, simulated authorities, and hybrids), and develop student’s capacity to grasp how differing structures deal with the fundamental problems of division of labour and integration of effort. The central aim of the course is to equip students with essential knowledge to design organizations in the XXI century, and to sharpen their intuition to make informed judgments between alternative organizational designs.  |
| **Learning outcomes** |
| The course will focus on organizational design choices as essential for value creation and appropriation in the private, public, and third sectors. The primary outcome will be a familiarity with organization design theory and its practical application as an instrument to create and appropriate value in the modern age. Hence students will learn , first, how alternative organizational designs resolve the fundamental problems of integration of effort (coordination, cooperation) and division of labour; second, the students will learn to differentiate between well-known forms of organizing (markets, hierarchies, relational contracts), traditional meta-organizational systems (e.g., buyer-supplier chains, megaprojects, strategic alliances, professional associations); and emergent interorganizational forms of organizing enabled by progress in digital technologies, AI, and robotics (e.g., virtual communities of production, business ecosystems, flash organizations). Third, the students will learn how organizational designs adapt in order to respond to increasing demand for more collaborative forms of organizing; fourth the students will learn how organization design adapts to fundamentally different institutional environments and the role of institutional intermediaries. On completing the course, students will have sharpen their intuition for how organization design is a major instrument of value creation and appropriation in the modern machine age. |
| **Methods of delivery** |
| This course is taught by means of a series of lectures, case study discussions, class exercises, group work, and guest speakers. Students will work together and individually to explore how to create and appropriate value using organization design.  Case studies will give opportunity to analyse the costs and benefits of traditional and emergent forms of organization design. Case studies will also make students aware for the ways by which organization design choice is context-sensitive and thus needs to adapt to institutional voids  |
| **Scheduled activity hours:** *(e.g. lecture hours x weeks, seminar hours x weeks etc)* |
| 36 hours (12 x 3-hour sessions) (including lectures; seminars; group project)  |
| **Independent study hours:** |
| 120 |
| **Assessment methods & relative weightings:** |
| Group Project (40%); Individual Essay (30%); Case Study reports (30%) |
| **Feedback methods (to students):** |
| See below  |
| **Pre/co-requisites:** |
| None |
| **Dependent course units:** |
| None |
| **Recommended reading(s):** |
| Recommended readings will be uploaded on blackboard |
| **Additional notes:** |
| Programme restrictions: Timetable link |

**Informal Contact Methods**

Please tick all of the statements below that describe any informal contact methods you have on your course unit. If your course has an informal contact method not specified please use the ‘other’ space to indicate this and it will be included on the database. Please return this form with your updated course outline to emily.marsden@manchester.ac.uk

|  |  |
| --- | --- |
| **Informal Contact Method** | **Include** |
| Office Hours | √ |
| Drop in Surgeries (extra help sessions for students) | √ |

**Methods of Feedback to Students – Statements**

Please tick all of the statements below that describe the feedback that students will receive on your course unit. If your course has a method of feedback not specified please use the ‘other’ space to indicate this and it will be included on the database. Please return this form with your updated course outline to emily.marsden@manchester.ac.uk

**Feedback Methods**

|  |  |
| --- | --- |
| **Feedback** | **Include** |
| Informal advice and discussion during a lecture, seminar, workshop  | √ |
| Responses to student emails and questions from a member of staff and face-to-face feedback  | √ |
| Specific course related feedback sessions. | √ |
| Written and/or verbal comments on assessed or non-assessed coursework. | √ |
| Written and/or verbal comments after students have given a group or individual presentation. | √ |