Organizational Design: Creating Competitive Advantage
Welcome to Organizational Design: Creating Competitive Advantage Course

To sustain themselves, organizations need to compete for scarce resources both in input and output markets. Because of this organizations need to create competitive advantage.

In this business and management course, suitable for managers and leaders in midsize to large organizations, you will learn the principles of organizational design and how design elements can be leveraged to gain competitive advantage. We will discuss various organizational structures and how an effective organizational design can help achieve a company’s goals and objectives in a sustainable manner. Since organizations involve collaborative activities, you’ll also learn how to create suitable control systems, decision-making processes and culture and reporting relationships to ensure that the efforts of a diverse set of employees are suitably coordinated to achieve the organizational purpose.

Pre-requisites

Basic knowledge of business is necessary and some experience in being part of an organization or running an organization is ideal.

Learning Outcomes

Upon successfully completing this course, learners will be able to understand the following concepts:

- Interrelationship between an organization’s strategy and structure
- Effective use of control systems
- How to achieve Competitive advantage through different designs
- Structural alternatives such as functional, divisional and matrix
- Structural trade-offs such as centralization, formalization and complexity
- How to manage structural change

Time Commitment

6 Weekly Sessions

4-5 Hours Per Week: This includes the time spent in going through the course materials (videos and reading materials), taking up the assessment and participating in the discussion forums.

Course Schedule

Week 1: Interrelationship between organization structure and strategy Case used – Joy of Running Relationship between organizations and markets Control systems in organizations Case used – Cunningham Motors

Week 2: Leveraging specialization in organization design Competitive advantage achieved through different designs Case discussion of Ford Motors Company and General Motors

Week 3: Strategic outsourcing Decision making framework for outsourcing Variety versus scale trade-off
Week 4: Different Organization Structures – functional, divisional and Matrix Case discussion of a Consumer Durables Company having hybrid structure Structural trade-offs – complexity, formalization and centralization

Week 5: Mechanistic and Organic designs Case discussion of Acme and Omega

Week 6: How to manage structural change Case used – VFM Solutions Putting it all together

Learning Components

We want this to be an engaging learning experience for all of you. Keeping that in mind, we have provided you a mix of videos, quizzes, discussions, interviews and additional resources.

Grading

There is no fixed grading policy. The grading policy depends on the partner institute/organization requirement.

Note: The ungraded assessments are interspersed throughout the course to recall what you have learnt so far. These do not count for final assessments and will not show up on the Progress tab.

Help and Support

Course Moderator: Our course team members will participate actively in the course discussion forum as moderators during the course run. They will make important announcements, answer questions and offer any necessary clarifications. The moderators will typically spend 10-15 hours per week to go through the discussion threads, reply to and edit posts, and communicate important course updates in the forum. Please note that support on Saturday and Sunday will be limited.

Discussion Forum: For course-related questions, use the discussion forums. All registered course participants will have access to a course-specific online discussion forum. Participation in such forums is encouraged because it contributes significantly in the form of peer learning. Discussion forums are commonly used in online courses to provide learners an opportunity to reflect on, discuss and share knowledge gained from the online content. Participation in these forums is strongly encouraged by the course staff.

Technical Issues: For any technical issues, write to tech.support@iimbx.edu.in