

MN202 ORGANISATIONAL DESIGN AND MANAGEMENT

Organisational Design and Management (MN202A and B), 2020-2021

This assignment consists in two parts.

Delivery mode: Submit the entire assignment as a .docx or .pdf file which includes part 1 (Individual assignment) and part 2 (Individual Notes) through TurnItIn via Moodle.

Title your file 'SURNAME_NAME_INDIVIDUAL ASSIGNMENT MN202_AUTUMN'. The assignment will be submitted through the TurnItIn link in the assignments section of the moodle page for the programme.

Cover page: The assignment must include a cover page which only states:

1. Your name, surname and student number
2. The title of the document: INDIVIDUAL ASSIGNMENT MN202 – AUTUMN EXAMINATION

Deadline: 9th of August 2021 - 12pm

Standard School of Business policy for Late Submissions apply.

The usual plagiarism policy applies. In case of doubts, please check the module handbook.

PART 1 - Individual Assignment

You have been sent the executive report prepared by a team of entrepreneurs who want to start a new company. Read it carefully and assess the project they have design. The report is available on moodle – in the same section where you found this file.

1. Imagine that you are a potential investor who has to decide whether to invest in this new business endeavour. Write a theoretically-informed piece (word count: 1000 words +/- 10%) in which you reflect on the project and its feasibility from an investor perspective (i.e., external stakeholder). Identify the main strengths and weaknesses of this project that are likely to affect the company's success. Justify your assessment drawing on – and referring to – concepts and theoretical frameworks that have been introduced in MN202. You are not expected to illustrate concepts and/or theoretical frameworks in details, but just use them to support your assessment.
2. Then, imagine you are a potential employee of this future company – who has been offered a position there. Write a theoretically-informed piece (word count: 500 words +/- 10%) in which you reflect on the first part of the project (i.e., organisational design) and its feasibility from an employee perspective (i.e., internal stakeholder). Identify the characteristics of the company's design that would make this new company a good versus challenging employer for you. Justify your assessment drawing on – and referring to – concepts and theoretical frameworks that have been introduced in the first part of MN202. You are not expected to illustrate concepts and/or theoretical frameworks in details, but just use them to support your assessment.

General info

Module marks: This assignment account for 40% of the final marks.

Grading for the individual assignment is based on the following guidelines:

70 +	Exceptional. Engaging systematically and comprehensively with all the essay's parts - demonstrating mastery of the subject matter; keen analytical insight and an outstanding ability to organize and express ideas and arguments; original and logically deduced conclusions.
60-69	Excellent. Intellectually competent essay - strong grasp of the subject matter; ideas stated rather than fully developed; good organisation and expression.
50-59	Satisfactory. Basic grasp of subject matter but somewhat lacking in focus and structure across many parts of the essay; limited development of argument because of inadequate analysis.
40-49	Mediocre/barely acceptable. Superficial essay, basic framework of analysis poorly developed and lacking logical structure. Poor communication of ideas.
20-39	Marginal response. Factually sound comments with a partially successful, but not entirely acceptable attempt to: integrate factual knowledge from the reading material, develops logical arguments based on course material or offer supporting ideas that illustrate these arguments in practice.
0-19	Unacceptable. Failure to address the guidelines of the assignment in an adequate manner; poor display of knowledge; limited structure and poor communication of ideas.

Guidelines for preparing the assignment

Word count: The word count for this CA is **1500 words (+/- 10%) and is split between the two parts as detailed at p. 1 of this document.** This word count also includes appendices (if any – they are not required) BUT NOT the bibliography, in case you need to cite any business or academic source.

Appendices: If appendices are submitted they will not be assessed. Therefore, appendices must not contain additional content that would otherwise contribute to the main submitted document. This means that additional literature etc. should not be included as an appendix.

Style and Referencing: Please cited your sources throughout the document and reference them using the Harvard style. **You are not expected to read outside the class materials** (i.e., video recordings, lecture handouts, required readings), but are allowed doing so.

Originality: Any projects which are plagiarized will result in projects receiving a mark of zero. This will mean that you will receive a technical fail for the module. Furthermore, plagiarism is subject to disciplinary procedures which WILL be followed if detected.

Questions: Students are encouraged to ask questions about individual assignment on the **class discussion forum of the MN202 moodle page**. **Please, review the questions that were asked and answered in May before posting new questions.**

PART 2 - Individual Notes

Write your answers to the following questions. You do not need to copy the questions to your assignment file. Just write "Individual Note" on top of the page and then "Question 1:" etc. Please do the same with the Summary questions ("Summary question 1" etc.):

NOTE QUESTIONS

1. What are "horizontal linkages" and why are they implemented? (70 words +/-10%)
2. Which are the main similarities and differences between team-based structure and virtual network structure? (70 words +/-10%)
3. Why do pooled, sequential and reciprocal interdependencies matter for organisational design decisions? (70 words +/-10%)
4. What is environmental complexity? (70 words +/-10%)
5. Which are the reasons of organisational decline? (70 words +/-10%)
6. When and why do companies use an ambidextrous approach to innovation? (70 words +/-10%)

SUMMARY QUESTIONS

7. Summarise the main decisions that organisations make in terms of organisational design (70 words +/-10%)
8. Summarise the main takeaways on the various aspects of organisational change (70 words +/-10%)