NAME OF THE COURSE	ORGANISATION DESIGN					
Code	EUB306	Year of study	1			
Course teacher	Ivan Matić, PhD full professor Marina Lovrinčević, PhD full professor	Credits (ECTS)	5			
Associate teachers		Type of instruction (number of hours)	L	S	E	F
			26		26	
Status of the course	mandatory	Percentage of application of e-learning	25%			

COURSE DESCRIPTION

Course objectives	To provide students with practice applicable solutions in domain of organisation's current situation analytics and design and application of a new organisational solution
Course enrolment requirements and entry competences required for the course	Prerequisites are prescribed in Faculty of Economics Statute and in Study and studying rule book. Competencies – knowledge about organisation theory basics, teamwork skills, computer work skills (MS Office)
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	Course's learning outcome: 1. To independently design and employ, via adequate methods and tools, processes of organisation's analysis and design and application of a new organisational solution (level 7). Specific learning outcomes: 1. To justify the need for initiating the process of organisation design and to critically reason adequate approaches and activities of mentioned process (level 7). 2. To analyse and critically judge current situation of organisation in the company by using adequate methods and tools (level 6/7). 3. To design potential new organisational solutions by using adequate methods and tools (level 6/7). 4. To test potential organisational solutions and to select proposition/solution of new organisation model of company by using adequate methods and tools (level 7). 5. To propose activities and methods for conducting the phase of application of a new organisational solution (level 7).

Course content broken down in detail by weekly class schedule (syllabus)

	Lectures		Exercises / Seminars	
	Topic	**Hrs**	**Topic**	**Hrs**
1.	Introduction to course – course organisation, ways of working Introduction to organisation design – term, meaning Knowledge quiz – Merlin platform	2	The job of organisation design expert Video material/newspaper article – discussion/critical reflection	2
2.	The context of organisation design conduction Case study – students' analysis and discussion	2	Case study – practical assignment on global organisational structure drawing	2
3.	Guidelines for conducting the organisation design process – case study, video material, on-line article	2	Case study – practical assignment on proposing the scope and ways of conducting the organisation design process	2

	Critical reflection and proposition of guidelines			
4.	Initiating the organisation design process Investigation of current organisation Video material	2	Practical assignment - application of methods for data gathering related to current state of organisation (development of questionnaire and interview protocol)	2
5.	Methodology for current organisation analysis – methods for estimating the current level of organization	2	Practical assignment - application of analytical methods for estimating the current level of organization (classical analytical method, method for estimating the current level of organization via business efficiency indicators)	2
6.	Methodology for current organisation analysis – methods for estimating the current level of organization	2	Practical assignment - application of analytical methods for estimating the current level of organization (method of process functions)	2
7.	Methodology for current organisation analysis – methods for measuring the current level of organization Preparation of elaborate (report) on diagnosed state of organisation	2	Practical assignment - application of methods for measuring the current level of organization (measuring the efficiency of work organisation, measuring the efficiency of means of work/equipment organisation)	2
	1st test – mid-semester course evaluation			
9.	Design of new organisational solution Video material – students' discussion	2	Case study – practical assignment on translating the strategic into operational design (conceptual design into detailed design)	2
10.	Methods for designing the organisational solutions	2	Practical assignment - application of methods for designing the organisational solutions (walk method, flow process chart)	2
11.	Tools for designing the organisational solutions	2	Practical assignment - application of tools for designing the organisational solutions (graphs, organograms)	2
12.	Testing and elaborating designed organizational solution Video material – students' discussion	2	Case study – practical assignment on the application the methods for testing designed organizational solution (check list, conference)	2

	13.	Implementation of designed organizational solution Position/department for organisational improvement and development	2	Practical assignment on proposing the activities and actions for designed organisational solution implementation	2
	14.	Presentations of student practical projects – analysis of results and discussion	2	Presentations of student practical projects – analysis of results and discussion	2
		2nd test – end-semester course evaluation			

Format of instruction	X lectures X seminars and workshops X exercises ☐ on line in entirety X partial e-learning ☐ field work	X independent assignments X multimedia ☐ laboratory ☐ work with mentor ☐ (other)
Student responsibilities	Course signature = in order to obtain course signature student must achieve 50% class attendance, actively participate in lectures and exercises and submit practical assignments in predefined time frames. Active participation means that the student has performed 50% of all activities in class (quizzes, critical reflections, video material analyses, case studies, practical assignments). Apart from active participation in class, in order to obtain course signature student must, as a part of student team, submit student practical project. Demonstration of acquired learning outcomes through various class/exam activities (quizzes, critical reflections, video material analyses, case studies, practical assignments, student practical project, tests and/or oral exams) with the goal of passing the course (required min level for every activity is 50%).	

Screening student work (name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)						
	Class attendance		Research		Practical training	
	Experimental work		Report		Participation and practical work in class	2
	Essay		Seminar essay		(Other)	
	Tests	2,25	Oral exam		(Other)	
	Written exam		Project	0,75	(Other)	

Grading and evaluating student work in class and at the final exam	Knowledge evaluation (learning outcomes) through: (1) 2 tests or alternatively through oral exam, (2) individual and group work on resolving various practical problems/assignments during the semester, and (3) preparation and presentation of student practical project. Course grade decomposition: o prepared and presented student practical project (min level 50%) => 15% of share in course grade o individual and group work on resolving various practical problems/assignments in the domain of organisation design (min level 50%) => 35% of share in course grade o 2 tests during the semester (min level 50%) => 50% of share in course grade Fulfilment of all obligations related to course signature (active participation in class) and positively evaluated student's work in class (quizzes, critical reflections, video material analyses, case studies, practical assignments, student practical project, tests) results in student passing the course in exam pre period. Activities/work aspects, which are not successfully carried-out aspects during the semester by the student, are later subject of evaluation in regular exam periods.

	Title	Number of copies in the library	Availability via other media
Required literature (available in the library and via other media)	• Buble, M. (2006): *Metodika projektiranja organizacije*, Sinergija, Zagreb. • Stanford, N. (2018): *Organization Design – The Practitioner's Guide, 3rd Ed.,* Routledge, New York, NY, USA. • Authorized lectures' handouts and class materials on course's Merlin page	3 1 0	 Merlin
Optional literature (at the time of submission of study programme proposal)	• Anderson, D. L. (2018). *Organization design: Creating strategic & agile organizations*. Sage Publications. • Galbraith, J.R. (2014): *Designing Organizations: Strategy, structure, and Process at the Business Unit and Enterprise Level (3rd ed.),* John Wiley & Sons/Jossey Bass, San Francisco, USA. • Brčić, R., Hernaus, T., … Matić, I., … (2018): *Koraci uspješnog organiziranja*, Školska knjiga, Zagreb. • Sikavica, P. i Hernaus, T. (2011): *Dizajniranje organizacije – Strukture, procesi, poslovi*, Novi informator, Zagreb. • Kretschmer, T., & Khashabi, P. (2020). Digital transformation and organization design: An integrated approach. *California Management Review*, *62*(4), 86-104. • Kenis, P., & Raab, J. (2020). Back to the future: Using organization design theory for effective organizational networks. *Perspectives on Public Management and Governance*, *3*(2), 109-123. • Worren, N., van Bree, J., & Zybach, W. (2019). Organization design challenges: Results from a practitioner survey. *Journal of Organization Design*, *8*(1), 1-18.Hernaus, T., Matić, I. (2017): *Organisation design and corporate governance of business groups: A comparison of the public and private sector,* Dynamic relationships management journal, Vol. 6, No. 2, str. 17-30, (ISSN: 2232-5867). • Hernaus, T., Matić, I., Begičević Ređep N. (2013): *Informacijski alati i sustavi za dizajniranje organizacije,* Zbornik radova Visoke poslovne škole Minerva, Visoka poslovna škola Minerva, Dugopolje, br 1, str. 101-115, (UDK 65.012.4(082); ISBN: 978-953-56361-2-0). • Matić, I., Juras, A. (2013): *Congruence and structural complexity – Testing the relationship in large companies,* International Conference on Management Innovation and Business Innovation 2013 (ICMIBI 2013), 21-22. travanj 2013, Singapur; Lecture Notes in Management Science, Vol. 15, Singapore Management and Sports Science Institute, str- 102-109., ISBN: 978-981-07-5034-3, ISSN: 2251-3051, • Buble, M., Matić, I. (2012): *Primjena programa unapređenja poslovnih procesa i njihov utjecaj na poslovne performanse* u: *Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa – Empirijsko istraživanje* (Ur. Buble M.), Sveučilište u Splitu, Ekonomski fakultet, Split, str. 11.-21, (UDK: 65.012.3; ISBN: 978-953-281-048-6). • Buble, M., Matić, I. (2012): *Oblik organizacijske strukture i programi unapređenja poslovnih procesa* u:*Utjecaj organizacijskih varijabli na uspjeh programa unapređenja poslovnih procesa – Empirijsko istraživanje* (Ur. Buble M.), Sveučilište u Splitu, Ekonomski fakultet, Split, str. 33.-47, (UDK: 65.012.3; ISBN:978-953-281-048-6). • Buble, M., Matić, I. (2012): *Business Processes' Improvement: The Case of Large Croatian Companies,* The Journal of International Management Studies, Vol. 7, No. 1, str. 138.-150, (ISSN: 1993-1034).		
Quality assurance methods that ensure the acquisition of exit competences	• Screening students' class attendance achievements, active participations in class and successfulness of carrying-out other obligations (teacher) • Monitoring of class execution (vice-dean for education) • Analysis of studying successfulness according to all program's courses (vice-dean for education) • Students survey on quality of teacher and classes for every course in the program (UNIST, Centre for quality improvement)		

	• Through exam, which teacher carries-out, all courses' learning outcomes are evaluated. Periodically the content of the exam is evaluated, according to which the appropriateness of the manner of evaluation of learning outcomes is being determined (vice-dean for education)
Other (as the proposer wishes to add)	