



**LUND**  
UNIVERSITY

School of Economics and Management

## **MGTN32, Management: Organization, Coordination and Design, 3 credits**

*Management: Organization, Coordination and Design, 3  
högskolepoäng*

**Second Cycle / Avancerad nivå**

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### **Details of approval**

The syllabus was approved by The Board of the Department of Business Administration on 2014-06-17 to be valid from 2014-09-01, autumn semester 2014.

### **General Information**

The course is a master level course within the Master programme of Science in Management where this course is compulsory.

*Language of instruction:* English

*Main field of studies*

Management

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### **Learning outcomes**

The course goal is to develop the students' knowledge of the functions of management, especially a general understanding of organizational design: structures (hierarchy), value creating processes (flow) and coordination.

### **Knowledge and understanding**

A passing grade on the course will be awarded to students who:

- Demonstrate knowledge and understanding of organizational design, i.e. various organizational configurations, structures, value creating work flows and coordination mechanisms.
- Demonstrate knowledge and understanding of the formal and informal organizational configuration.

- Demonstrate knowledge and understanding of the contextual dimension of designing an effective organization.

### **Competence and skills**

A passing grade on the course will be awarded to students who:

- Demonstrate the ability to apply theories, concepts and models from the course literature to identify organizational design challenges.
- Demonstrate the ability to develop and discuss solutions to organizational design challenges in different industries and situations.
- Demonstrate the ability to discuss the relation between organizational design and other management functions.

### **Judgement and approach**

A passing grade on the course will be awarded to students who:

- Demonstrate the ability to evaluate the consequences of various organizational designs in different organizational settings.
- Demonstrate the ability to evaluate the effects of organizational design on managerial work, employee motivation and innovation.
- Demonstrate the ability to report clearly and discuss personal conclusions regarding organizational design, and the arguments on which they are based, in dialogue with others in both speech and writing.

### **Course content**

The course contains the following parts:

1. *Organization: Why do we have organizations?* Specialization, productivity and the need for integration and coordination.
2. *Organizational configurations:* Organizational parts, structures, coordination mechanisms, formal and informal organizations, formalization, specialization, standardization and (de-) centralization.
3. *Value creating processes:* Resource efficiency vs flow efficiency, work processes vs work units, lean.
4. *Designing the effective organization:* The importance of context and the impact on managerial work, innovation, motivation and knowledge work.

### **Course design**

The course consists of lectures, seminars and presentations (group or individual). The structure of the course is further communicated in *Course Instructions* (distributed separately).

## Assessment

Assessment and grading are based on two parts, equally worth 50% of the final grade:

1. An individual or group assignment which is presented and discussed at a seminar (group or individual). The focus of the assignment is on the ability to present, apply and discuss the contents of the course.
2. An individual written examination that focuses on the understanding of core concepts and models of the course. The written exam is given at the end of the study period, in combination with the written exams of the other courses of the period.

A student who does not pass the assignment (1) will be given an extra assignment.

A student who does not pass the written examination (2) will be given opportunities for a re-sit examination.

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

Grade (Definition) Points or % out of maximum points. Characteristic.

**A** (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**F** (U) (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale pass (D) / fail U(F).

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## **Entry requirements**

Students admitted to the programme Master of Science in Management, where this course is compulsory, are qualified for the course.

## **Further information**

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

## Subcourses in MGTN32, Management: Organization, Coordination and Design

Applies from H15

- 1411 Assignment, 1,5 hp  
Grading scale: Fail, Pass
- 1412 Written exam, 1,5 hp  
Grading scale: Fail, Pass

Applies from H14

- 1401 Organization, Coordination and Design, 3,0 hp  
Grading scale: Fail, E, D, C, B, A