

Designing Firms for Competitive Advantage

Drive successful organisational evolution





Overview

Organisation design pertains to the science of understanding how organisations come to be, what task structures they entail, and how they perform.

With forces of technology, the emergence of algorithms, automation, demographic shifts in the labour market, and the transition to hybrid work, organisation overhauls have become imperative. Certainly, this is the right time to re-look at the fundamental design principles involving task division and integration of effort. But do all redesigning efforts succeed?

In today's rapidly changing business environment, firms that can (re)design most effectively will be the ones to gain a competitive advantage in the marketplace.

The accelerating pace of disruptions across industries has left most companies in a state of organisational flux. Many times, firms are compelled to pivot organisational structures to deliver the expected outcomes but are faced with disappointment when objectives and performance standards are not met.

The **Designing Firms for Competitive Advantage** programme will help senior executives improve the odds of organisational redesign success that pays off in the form of increased employee performance, effective decision making, and increased profitability.

Who Should Attend

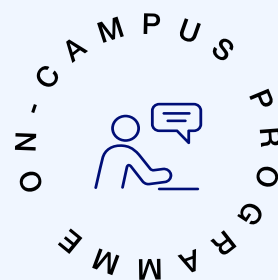
The programme has been specially curated for senior-level managers with more than 15 years of experience who are leading large business units or heading functional verticals. Additionally, company owners, start-up founders and entrepreneurs will benefit from the programme.

Dates and Programme Fees

Start date:
Dec 16-17, 2022

Programme Fees:
INR 1,05,000 + taxes

Location:
Hyderabad



Programme Impact

Design firms that secure wins

The programme has been designed to help organisations overcome the pitfalls of redesign and set focus on securing wins with a strong competitive advantage. Revisit the existing structure and increase focus on strategic decisions that will pay off in the long term.

You will be introduced to the basic elements of organisation design and a framework to solve design problems. These fundamental elements will be addressed both from a macro and a micro perspective. You will gain an understanding of how the transition to hybrid work (and work from anywhere) will impact the key elements of organisational design.

Key Takeaways

- Understand the key elements of organisation design including optimal division of labour and integration of effort given the task structure in an organisation
- Learn the basic framework to solve for the various design challenges across each of the design elements
- Delve into the micro and macro approaches of organisational design
- Differentiate between the formal design of the organisation and the emergence of the informal design, and how the two interact with each other
- Recognise that the organisation design is a function of the firm's age, size, maturity, and environmental context and be well-prepared for re-organisation efforts
- Familiarise yourself with a first principles approach to designing the optimal hierarchical structure for a product team and what hierarchy means for new organisational forms such as "flat organisations" or "holacracies"
- Get introduced to how organisation design is being transformed with the emergence of technology such as machine learning and artificial intelligence
- Explore best practices of how you can align people, processes, structure, and culture to deliver value
- Learn how to identify appropriate organisation designs that align with your business goals
- Gain an understanding of designing workspaces for the future





The ISB Advantage

Leaders and organisations today must continually reinvent themselves to navigate complex disruptive environments and create and renew their competitive advantage over time.

ISB Executive Education empowers executives with the skills, mindsets and vibrant networks required to manage and lead in this new world and achieve their distinctive personal and professional goals.

Globally Renowned Faculty

ISB faculty includes leading academics with strong domain expertise that is drawn from extensive research, real-world engagements, and rich teaching experience in top global business schools. The faculty also includes accomplished industry practitioners, who have been at the helm of global businesses. These experts will challenge your existing way of thinking, broaden your horizons to include new perspectives on complex problems and their solutions, and empower you to effect innovative ideas and change in your organisations

Research-backed Thought Leadership

ISB is ranked #1 amongst all business schools in India for research. At our research centres and institutes, faculty collaborate with top minds in the industry and government to develop ground-breaking thought leadership. Participants and their learning journeys will benefit from this rich expertise and its applications in the classroom through novel instructional content and assessments, extensive coaching, and a diverse selection of case studies.

Deep Expertise in Emerging Markets

Emerging economies in the East and South are slated to grow twice as fast as the more established, advanced economies in North America, Western Europe and Japan. Asia is at the centre of this growth story, with India and China poised to contribute 50% of the global economic output by 2050. Immense opportunities await companies that can navigate the unique and formidable challenges of these markets. Unlike most leading global business schools, ISB has developed rigorous intellectual capital and a vast number of case studies that explore critical challenges facing

organisations and leaders in these markets. Further, embeddedness in a rich ecosystem of business, government and think tanks allows ISB to deliver practical knowledge and craft holistic learning experiences to both local and global companies looking to compete and succeed in emerging markets.

Future-ready Perspectives

ISB Executive Education programmes speak to the new and continually evolving realities of modern work and businesses, including heightened connectivity, lower barriers to entry and scale, unprecedented automation, and shifting demographics. Our learning interventions will help you discover organisational “unlocks” and create future-ready companies that are aware, nimble, and continually learning and innovating to thrive in the next normal.

Transformational Learning Experience

ISB Executive Education programmes are replete with distinctive teaching methodologies and an intensive and challenging learning environment that pushes participants’ learning horizons beyond their pre-existing beliefs. Through lectures from distinguished faculty, local and global case studies, business simulations, and group discussions with extraordinary peers from a broad range of industries, regions, and functions, you will be equipped with the strategies, tools and insights required to transform your thinking and achieve ambitious business objectives. You will return to your organisation, fully ready to apply what you have learned. You will also take with you a rich network of relationships that will enrich your personal and professional lives long after you complete the programme.

Programme Curriculum

The programme spans two days of explanatory sessions to explore the nuances of organisation design and ways to implement it.

One of the critical design parameters in an organisation is the optimal level of hierarchy. In this programme, you will learn to design the optimal hierarchical composition and test these concepts at the cutting edge – what does hierarchy mean for new organisational forms such as “agile”, and “boss-less” holacracies? You will develop an understanding of how organisation design and algorithms interact, and what the adoption of algorithm-based decision-making means for designs of the future.

Module 1: Organisation Design – The “What” and “Why”

December 16, 2022 | 9.00 AM to 5.00 PM

- What is Organisation Design?
 - o Introduction to key elements of organisation design including the fundamental concepts of division of labour and integration of effort
 - o Framework for solving design challenges across the key elements of organisation design
- The Macro-structural approach to Organisation Design
 - o Linkage between Corporate Strategy and Organisation Design
 - o How the nature of business (model) and resources determine the optimal organisational structure that connects different business divisions or units to one another, and to the corporate headquarter
 - o Introduction to various organisational forms: the M-form, F-form, Hybrid
- The Micro-structural approach to Organisation Design
 - o How to determine the optimal spans and layers within a business unit
 - o Understanding the role of hierarchy in design and how hierarchy evolves within an organisation
 - o How to design for “Agile” systems and “holacracies”

Module 2: Design 2.0 – The “Where to?”

December 17, 2022 | 9.00 AM to 5.00 PM

- The “Formal” and the “Informal” organisation
 - o The difference between the formal design of the organisation and the emergence of the informal design, and how the two interact with each other
 - o The role and importance of the informal organisation particularly in triggering exploratory strategies
- Organisation Design and Algorithms
 - o What is an algorithm-based approach to organisational design?
 - o How machine learning (ML) and artificial intelligence (AI) are both influencing design and solving for conventional design-related problems
- Designing the Hybrid workspace
 - o Re-looking at the coordination and cooperation problem in the context of hybrid work given the rapid transition to hybrid work post the pandemic

Programme Faculty

ISB Executive Education programmes are conceptualised and taught by globally renowned faculty who are leading academicians, researchers, and accomplished industry practitioners. Through their advanced research and industry consulting experience, you will learn real-world skills that will help you solve complex business challenges in your organisation.



Prothit Sen

Assistant Professor,
Strategy

Dr. Prothit Sen is an Assistant Professor of Strategy at the Indian School of Business, Hyderabad. Professor Sen's research focuses on corporate strategy and Organisation design questions in contexts of strategic alliances and private equity firms. He teaches the Corporate Strategy and Organisation Design (CSOD) course to PGP students. Professor Sen's research has been published in top-tier management journals like the Strategic Management Journal and California Management Review. From a methodological perspective, Professor Sen's research extensively uses algorithms and machine learning to solve problems in the domain of strategy and organisation design.



Himanshu Tambe

Chief Revenue Officer,
Singapore Institute of Management (SIM)

Mr. Himanshu Tambe is the Chief Revenue Officer for the Singapore Institute of Management (SIM) responsible for all customer acquisition and customer relationships across students, mid-careerists, and enterprises in Southeast Asia. Prior to SIM, Himanshu served as the Managing Director of Accenture's People & Organisation Advisory Business for ASEAN. He has over 25 years of consulting experience in Business and Human Capital Strategy, which includes co-founding and managing a consulting firm of his own. He has led several large HR Strategy and Workforce Transformation programs for clients across Public Sector, Metals & Mining and Consumer Goods sectors. He has worked in India, ASEAN, the US, Korea, and Australia designing and implementing organisation, process and practice changes that deliver measurable improvements in workforce performance.

Admission Details

This programme does not have any formal education requirements. However, we admit candidates based on their professional experience and organisational responsibilities. We encourage you to apply as early as possible to secure your seat in the programme.

Executive Benefits

Receive an official certificate from ISB Executive Education, formal recognition of your professional development. Upon successful completion of the programme, participants become a part of the ISB Executive Network, a vast learning community of over 50,000 senior executives and entrepreneurs.

[Apply Now](#)



The On-campus sessions are subject to evolving global situation. Programme content, dates, schedule, fees, delivery platforms, and faculty are subject to change. The programme fee includes food and accommodation at the ISB campus or an equivalent facility based on availability.



Indian School of Business Hyderabad | Mohali

Marketing Services, ISB Executive Education

Hyderabad Campus: Gachibowli, Hyderabad - 500 111.

Mohali Campus: Knowledge City, Sector 81, SAS Nagar,
Mohali - 140 306.

execed.isb.edu | execed@isb.edu | 1800 309 0410

Corporate Identity Number: U80100TG1997NPL036631

ISB Executive Education reserves the right to make changes in the programme without prior notice.
Please check with marketing services for the final schedule.

Connect with us



TFP/DFCA/2022/2908/4.0