

Module number 22	Module title Strategic Organisational Management		
Code SOM	Semester Winter	Number of WSH 4	Module offered Winter Semester
Module coordinator Prof. Dr. Sophia Schepers	Tuition type Seminar-style tuition		Module duration 1 Semester
Lecturer Prof. Dr. Sophia Schepers	Compulsory/Elective Depending on agreement		Module language English

Learning outcomes

The qualification goals mentioned below are subdivided into three dimensions. Each dimension corresponds to a target competence level. The following competence levels have been defined:

- Competence level 1 (awareness): cursory awareness of simple structures, only previously learned knowledge is tested
- Competence level 2 (comprehension): basic understanding of multiple structures up to deeper understanding of the relations between structures, learned knowledge is analysed, combined and applied
- Competence level 3 (deep understanding and application): deeper understanding of the relations between structures up to independent transfer and extension of knowledge to new structures, learned knowledge is critically questioned and/or evaluated, interrelations between structures and their consequences are reflected and explained

The competence level of the respective qualification goal is represented by the corresponding number (1, 2 or 3) in the competence descriptions below.

On completing the module, the students will have achieved the following learning outcomes on the basis of scientific methods:

Subject skills

Students will acquire detailed knowledge of all relevant aspects of organization design (2). Thereby they are trained to understand the specific interrelationships between strategy and organizational structure (2). With this, students will be capable of assessing the effectiveness of different organizational structures with respect to contributing to achieve the overall strategy of a corporation (2). In particular students will gain clear conceptual understanding of elements and concepts of organizational structures and process organization (3). Here they will understand advantages and disadvantages in terms of each of these concepts (2). Furthermore, students will acquire well-founded knowledge about business strategies as well as interorganizational structures such as strategic alliances (2).

Method skills

Students are able to think strategically and know how to relate strategies to targets and to organisational designs in terms of structure and processes (1). They can deal with problems and important success factors involved in setting up and managing an organisation. Students gain a knowledge (1), are able to strategically evaluate (2) and design organisational structures and change processes in line with an organisation's strategic goals (3).

Social skills

Students are able to work in groups and make decisions within a team (2). They can work in a team and organise team work (2). Students know how to deal with conflicts in change processes and how to resolve them in theory (2).

Personal skills Students appreciate the impact of competitive and success-oriented organisational decisions and can incorporate personal values into their decisions (2).	
Content Organizations today operate in environments defined by accelerating technological change, shifting stakeholder expectations, and growing pressure to combine economic performance with social and environmental responsibility. The ability to design and continuously adapt the organisation has become a critical source of competitive advantage. This seminar therefore examines the organization as a strategic object of managerial decision-making, covering three interconnected areas: how organizations are structurally designed to support strategy, how individuals and groups behave within organizational systems, and how organizations transform themselves to remain competitive and resilient over time. Across all three areas, the seminar combines theoretical foundations with practical application to real organizational challenges faced by firms of varying size and industry. 1. Organization Design • Introduction, theory and purpose • Structure, contingencies, stakeholders, effectiveness 2. Organizational Behavior • Individual Behavior (attitude, emotions, personality, decision-making, motivation) • Group Behavior (teams, motivation, communication, leadership, conflicts, politics) • The Organization System (culture, HR systems, etc.) 3. Organizational Change • Dealing with Complexity • Digital Transformation • Twin Transformation • Modern Organizational Concepts, Agile Management, Self-Organization, Organizational Resilience	
Literature <u>Required reading</u> Jones, G. R. (2013). <i>Organizational theory, design, and change</i> (7th ed., global ed.). Pearson Education Limited. Robbins, S. P., and Judge, T. A. (2023). <i>Organizational behavior</i> (19th ed.). Pearson. <u>Recommended reading</u> Edmondson, A. C. (2018). <i>The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth</i>. John Wiley & Sons. Meissner, J. O., Heike, M., & Sigrist, D. (2024). <i>Organizational design in a complex and unstable world: Introduction to models and concepts and their application</i>. Springer. Further reading will be announced in the course.	
Teaching and learning methods: Seminar-style tuition, case study analysis and students' presentations	
Type of examination/Requirements for the award of credit points	Portfolio (group or individual presentation and paper)

Other information	Max. number of participants: 30 Registration necessary. Details can be found in ELO. Lecture Times: Will be released in the schedule.	
ECTS-Credits 5	Workload 150 hours Contact/attendance time: 60 h Additional work: 90 h	Weighting of the grade in the overall grade 5