Module number	Module title
22	Strategic Organisational Management

Code	Number of WSH	Module offered
SOM	4	Every academic year (winter semester)

Module coordinator	Tuition type	Module duration
Prof. Dr. Michael Höschl	Seminar-style tuition	1 Semester

Lecturer	Compulsory/Elective	Module language
Prof. Suzan Sariefe	Compulsory	English

Access requirements

Additional note for students in the double degree programme European Business Studies:

The module is recommended for the first semester of study at the OTH Regensburg. Students can choose between this module and the Organisation module (in German).

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

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 strucutre 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 analyse (2) and are able to apply (3) organigrams, process flow charts and change processes.

<u>Social skills</u>

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).

<u>Personal skills</u>

Students appreciate the impact of competitive and success-oriented organisational decisions and can incorporate personal values into their decisions (2).

Content

The course content consists of a broad perspective on organization theory and design, its purpose and how it impacts on creating successful and effective organizations. It explains fundamentals of organization theory, structure and design. The course includes an overview on organization behaviour and organizational culture as this impacts significantly on the design of future organizations. Furthermore, open system design elements, the external and internal environment as well as the international environment of an organization will be discussed. In addition, societal impacts as well as sustainability and ethics in organization design will be explained. A specific focus lies on digital organizations and big data analytics as it will prepare students for current issues in that field.

Part 1: Introduction to Organizations

- Organizations and Organization Design
- Organisational Behaviour (Griffin, 2020)

Part 2: Organizational Purpose and Structural Design

- Strategy, Organization Design, and Effectiveness
- Fundamentals of Organization Structure

Part 3: Open System Design Elements

- The External Environment
- The Internal Environment (Griffin, 2020, Part 3)
- Interorganizational Relationships
- Designing Organizations for the International Environment
- Designs for Societal Impact: Dual-Purpose Organizations, corporate Sustainability, and Ethics

Part 4: Internal Design Elements

- Designs for Manufacturing and Service Technologies
- Designs for Digital Organizations and Big Data Analytics
- Organization Size, Life Cycle, and Decline

Part 5: Managing Dynamic Processes

- Organizational Culture and Control (Griffin, 2020, Part 5)
- Innovation and Change
- Decision-Making Processes
- Conflict, Power, and Politics

Literature

<u>Required reading</u>

Draft, R. L. (2021). Organization Theory and Design (13th edition). Cengage, Boston, USA.

Griffin, R. W., Phillips, J.M, Gully, S. M., Creed, A., Gribble, L. and Watson, M. (2020). Organisational Behaviour: Engaging People and Organisations (1st edition). Cengage Learning Australia.

<u>Recommended reading (alphabetically)</u>

Allen, R. K. (2015). The Center for Organizational Design. http://www.centerod.com/
http://www.centerod.com/2012/02/organizational-development-process

Anderson, D. L. (2019). Organization design: Creating strategic & agile organizations,

(5th edition). Thousand Oaks, California

Black, S., Gardner, D. G., Pierce, J. L., and Steers, R. (2019). Organizational behaviour. Openstax
https://openstax.org/details/books/organizational-behavior?Book%20details

Blank, S. and Dorf, B. (2012). Startup Owner's Manual: The step-by-step guide for building

a great company (12th edition). K&S Ranch Publishing Llc

Hofstede, G. (2010). Cultures and Organizations. (3rd edition). McGraw-Hill Publishing

Jones, G. R. (2013). Organizational Theory, Design, and Change. (7th edition). Pearson

Liberty University. (2012). Advantage: Why Organizational health trumps everything else in

business (12th edition). Jossey-Bass.Inc.

Morgan, G. (1989). Creative organization Theory: A Resource Book. (89th edition).

Sage Publications. Inc.

Organizational Behavior (2017) University of Minnesota Libraries Publishing

https://open.umn.edu/opentextbooks/textbooks/30

Senge, P. M. (2006). Fifth Discipline: Art and Practice of the learning organization (6th edition).

Currency Publishing

Shafritz, J., Ott, S., and Jang, Y. S. (2016). Classics of Organization Theory (8th edition).

Cengage Learning, GB

Thomas, G., Cummings, C. G., Worley, P. D. (2019) Organization Development & Change

(1st edition). Cengage, London, UK

Waddell, D., Creed, A., Cummings, T. and Worley, C. (2019). Organisational Change. (7th edition).

Cengage Learning, UK

Teaching and learning methods: Seminar-style tuition

Type of examination/Requirements for the award of credit points	Course Work (choice of group or individual)
ECTS-Credits	Workload
5	150 hours