

Module number	Module title Strategic Organization Design (Strategic Organization Design)		
Code SOD	Semester 4/5, 6, 7	Number of WSH 4	Module offered Changing Catalogue. Details can be found online (faculty web page).
Module coordinator Prof. Dr. Höschl	Tuition type Seminar-style tuition		Module duration 1 Semester
Lecturer Dr. Oliver Neumann	Compulsory/Elective Elective		Module language English
Access requirements Course segment 2			
Learning outcomes			
<u>Subject skills</u> On completing this lecture students will acquire detailed knowledge of all relevant aspects of organization design. Thereby they will get trained to understand the specific interrelationships between strategy and organizational structure. 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. In particular students will gain clear conceptual understanding of elements and concepts of organizational structures (e.g. functional and divisional structures, product and project management) and process organization. Here they will understand advantages and disadvantages in terms of each of these concepts. Furthermore, students will acquire well-founded knowledge about business strategies as well as interorganizational structures such as strategic alliances or agile organizations.			
<u>Social skills</u> Students will acquire competence and experience in solving organizational issues within a group of people. They will get trained in working as a team, develop fact-based solutions and present these in front of an audience accordingly. Furthermore, they will get experience in hosting and leading discussions.			
<u>Method skills</u> Students will get to know common methods of describing, explaining and developing organizations. Moreover, they will be trained in applying methods of agile, lean and project-oriented organizations.			
<u>Personal skills</u> Students recognize different interests of various stakeholders of organizational design within a corporation and develop competency of balancing these effectively.			

Content

The content of the lecture „Strategic Organization Design“ includes profound theoretical knowledge about organization design with a specific focus on interrelationships between strategy and structure as well as comprehensive practical examples and case studies.

Part 1: Introduction to organizations

- Range of organizations in practice
- Purpose of organizations
- Basic terms
- Structure-Strategy-Fit: effectiveness and efficiency of organizational design

Part 2: Organizational theories

Part 3: Fundamentals of organization design

- Differentiation and integration
- Elements of organizational design
 - Organizational units
 - Coordination (formal and informal)
- Process organization
- Organizational culture

Part 4: Concepts of organization structure

- Primary organization (functional, divisional, matrix structure, holdings)
- Secondary organization (product, customer, project management, strategic business units)

Part 5: Interorganizational relationships & specific strategic organizational structures

- Collaborative networks (strategic alliances, joint ventures, etc.)
- Virtual organizations
- Hybrid structures
- Agile organization
- Lean manufacturing and administration
- User Experience integration
- Project Management

Literature

Required reading (available in library of "Regensburg Katalog Plus"):

Daft, R. (2016): Organization theory and design, Mason OH

Recommended reading

Anderson, D.L. (2019): Organization design: creating strategic & agile organizations, Thousand Oaks, California

Anderson, D.L. (2014): Organizational Development: The Process of Leading Organizational

<p>Change, London</p> <p>Burke, W.W. & Noumair, D.A. (2015): Organizational Development: A Process of Learning and Changing, New Jersey</p> <p>Burnes, B. (2004): Kurt Lewin and the Planned Approach to Change: A Re-appraisal. In: Journal of Management Studies 41 (6): 977-1002</p> <p>Certo, S.C. & Certo, S.T. (2013): Modern Management, Harlow</p> <p>Elsbach, K., Kayes, A. & Kayes, C. (2016): Contemporary Organizational Behaviour: From Ideas to Action, Harlow</p> <p>Jones, G. (2013): Organizational Theory, Design, and Change, Harlow</p> <p>Stanford, N. (2005): Organization Design, Stanford</p>		
<p>Teaching and learning methods</p> <p>Seminar-style tuition</p> <p>Case studies</p>		
<p>Type of examination/Requirements for the award of credit points</p>		<p>Exam 90 minutes</p>
<p>Other information</p>		<p>-</p>
<p>ECTS-Credits</p> <p>5</p>	<p>Workload</p> <p>150 hours</p> <p>Contact/attendance time: 60 h</p> <p>Additional work: 90 h</p>	<p>Weighting of the grade in the overall grade</p> <p>5</p>