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

**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**

The content of the lecture 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**
- Collaborative networks (strategic alliances, joint ventures, etc.)
- Virtual organizations
- Hybrid structures

**Literature**

**Required reading**

**Recommended reading**

### Teaching and learning methods
Seminar-style tuition

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<tr>
<th>Type of examination/Requirements for the award of credit points</th>
<th>Written examination</th>
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