Module number
22

Module title
Strategic Organisational Management

Code
SOM

Number of WSH
4

Module offered
Every academic year
(winter semester)

Module coordinator
Prof. Dr. Michael Höschl

Tuition type
Seminar-style tuition

Module duration
1 Semester

Lecturer
Prof. Suzan Sariefe

Compulsory/Elective
Compulsory

Module language
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 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 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

Required reading

Recommended reading (alphabetically)
http://www.centerod.com/2012/02/organizational-development-process

Teaching and learning methods: Seminar-style tuition

<table>
<thead>
<tr>
<th>Type of examination/Requirements for the award of credit points</th>
<th>Course Work (choice of group or individual)</th>
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<tbody>
<tr>
<td>ECTS-Credits</td>
<td>5</td>
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<tr>
<td>Workload</td>
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