

2019.HS

Module Name: Organizational Design in a VUCA World			
Module Code	w.BA.XX.2OD.XX		
Module Description	"We are 'prisoners' of the traditional management model we inherited from the industrial age." A quote from management thinker Gary Hamel aptly describes the following situation prevailing in today's corporate reality: While the challenges companies are faced with have changed fundamentally over time, the organizational design within companies does not address this significant shift. Therefore, the contributions that current organizational design can make to solve today's challenges of companies is less than ideal at best. The solution no longer fits the problem. In other words, today's organizational design may be part of the problem rather than the solution. The current organizational design was made for the stable environment of the industrial age, the mere opposite of today's existing VUCA world (i.e., volatile, uncertain, complex, ambiguous). There is a need for a radically different organizational design for this radical shift from a stable world to a VUCA world. Courageous pioneer companies such as Trisa, Hilti, Svenska Handelsbanken, and W.L. Gore are sustainable, high-performance companies. They perform with a radically different organizational design that is agile and highly decentralized. In doing so, they create conditions that allow them to be successful now and in the future. In this elective, we will examine the flaws of traditional organizational design in today's VUCA world, we will get to know alternative organizational designs of highly successful companies better aligned with today's conditions, and we will look at how a radical transformation in organizational design can be implemented by companies. If a lecture cannot take place due to a national holiday or any other reason, students will be assigned tasks which they must complete as a prerequisite for the final assignment and the successful completion of the module.		
Program and Specialization	<ul style="list-style-type: none"> § Business Administration - Accounting, Controlling, Auditing § Business Administration - Banking and Finance § Business Administration - Banking and Finance (FLEX) § Business Administration - Banking and Finance (PIE) § Business Administration - Economics and Politics § Business Administration - General Management § Business Administration - Risk and Insurance § Business Information Technology § International Management 		
Legal Framework	Academic Regulations BSc dated 29.01.2009, Appendix to the Academic Regulations for the degree programs in Business Administration, Business Information Technology, and Business Law, first adopted on 12.05.2009		
Module Category	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Module Type: Compulsory Elective</td> <td style="width: 50%;">Program Phase: Main Study Period</td> </tr> </table>	Module Type: Compulsory Elective	Program Phase: Main Study Period
Module Type: Compulsory Elective	Program Phase: Main Study Period		
ECTS	3		
Organizational Unit	W Zentrum Unternehmensentwicklung Ltg.		
Module Coordinator	Franz Röösl (roeo)		
Deputy Module Coordinator	Santhosh Kaduthanam (kadu)		
Prerequisite Knowledge	-		
Contribution to Program Learning Goals (Affected by Module)	<ul style="list-style-type: none"> § Professional Competence § Methodological Competence § Social Competence § Self-Competence 		
Contribution to Program Learning Objectives	<ul style="list-style-type: none"> Professional Competence <ul style="list-style-type: none"> § Knowing and Understanding Content of Theoretical and Practical Relevance § Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance § Evaluate Content of Theoretical and Practical Relevance Methodological Competence <ul style="list-style-type: none"> § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence <ul style="list-style-type: none"> § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective 		

	Self-Competence		
	§ Self-Management & Self-Reflection		
	§ Ethical & Social Responsibility		
	§ Learning & Change		
Module Learning Objectives	Students... § are aware of underlying assumptions of different management models § understand today's prevailing command-and-control management model § know alternative management models beyond the command-and-control model § understand concepts of transformational change		
Module Content	§ Cornerstones of traditional organizational design and its underlying assumptions § Shift from a stable world to a VUCA world and the consequences for traditional organizational design § alternative organizational designs for today's VUCA world § How to transform an organizational design within a company		
Links to other modules	The content of this module is linked to the following modules: w.BA.XX.2ASM.XX w.BA.XX.2HCM.XX w.BA.XX.2InE.XX w.BA.XX.2LU.XX w.BA.XX.2SPM.XX		
Methods of Instruction	§ Lecture § Interactive Instruction § Application Tasks § Case Studies § Literature Review	Social Settings Used: § Individual Work § Pair Work	
Digital Resources	§ Reader § Teaching Videos § Multiple Choice Tests		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Large Class	28 h	62 h	
Small Class	-	-	
Group Instruction	-	-	
Practical Work	-	-	
Seminar	-	-	
Total	28 h	62 h	0 h
Performance Assessment			
End-of-module exam	Form	Length (min.)	Weighting
-	-	-	-
Permitted Resources	-		
Others	Assessment	Length (min.)	Weighting
Talk/oral presentation	Grade	20	100.00 %
Classroom Attendance Requirement	None		
Language of Instruction/Examination	English		
Compulsory Reading	Hope, J., Bunce, P. & Rössli, F. (2011). The Leader's Dilemma - How to build an empowered and adaptive organization without losing control. 1st edition. San Francisco: Jossey-Bass. ISBN 978-1-119-97000-2.		
Recommended Reading	-		
Comments	-		