

Valid for 2023.FS

<b>Module Name: Organizational Design in a VUCA World</b>			
Module Code	w.BA.XX.2OD.XX		
Module Description	<p>"We are 'prisoners' of the traditional management model we inherited from the industrial age." This 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 complex world. There is a need for a radically different organizational design for this radical shift from a stable world to a complex world (today's complex world is also often called VUCA world for volatile, uncertain, complex, and ambiguous or BANI world for brittle, anxious, non-linear, and incomprehensible). 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 complex 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 class 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.</p>		
Program and Specialization	<ul style="list-style-type: none"> <li>§ Business Administration - Specialization in Accounting, Controlling, Auditing</li> <li>§ Business Administration - Specialization in Banking and Finance</li> <li>§ Business Administration - Specialization in Banking and Finance (FLEX)</li> <li>§ Business Administration - Specialization in Banking and Finance (PiE)</li> <li>§ Business Administration - Specialization in Behavioral Design</li> <li>§ Business Administration - Specialization in Economics and Politics</li> <li>§ Business Administration - Specialization in General Management</li> <li>§ Business Administration - Specialization in General Management (Flex)</li> <li>§ Business Administration - Specialization in Marketing</li> <li>§ Business Administration - Specialization in Risk and Insurance</li> <li>§ Business Information Technology</li> <li>§ Business Information Technology - Specialization in Business Information Systems</li> <li>§ Business Information Technology - Specialization in Data Science</li> <li>§ International Management</li> </ul>		
Legal Framework	Academic Regulations BSc dated 29.01.2009, for the degree programs in Business Administration, International Management, Business Information Technology, Business Law, Business Law and Applied Law, first adopted on 12.05.2009		
Module Category	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Module Type:</b> Compulsory Elective</td> <td style="width: 50%;"><b>Program Phase:</b> Main Study Period</td> </tr> </table>	<b>Module Type:</b> Compulsory Elective	<b>Program Phase:</b> Main Study Period
<b>Module Type:</b> Compulsory Elective	<b>Program Phase:</b> Main Study Period		
ECTS	3		
Organizational Unit	W Institute for Organizational Viability		
Module Coordinator	Franz Rööslü (roeo)		
Deputy Module Coordinator	-		
Prerequisite Knowledge	-		
Contribution to Program Learning Goals (Affected by Module)	<ul style="list-style-type: none"> <li>§ Professional Competence</li> <li>§ Methodological Competence</li> <li>§ Social Competence</li> <li>§ Self-Competence</li> </ul>		

Contribution to Program Learning Objectives	Professional Competence § 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 § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § 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 § Case Studies § Project Work § Literature Review	<b>Social Settings Used:</b> § Individual Work § Pair Work § Group Work	
Digital Resources	§ Reader § Teaching Videos		
Type of Instruction	<b>Classroom Instruction</b>	<b>Guided Self-Study</b>	<b>Autonomous Self-Study</b>
Large Class	16 h	74 h	
Small Class	-	-	
Group Instruction	-	-	
Practical Work	-	-	
Seminar	-	-	
<b>Total</b>	<b>16 h</b>	<b>74 h</b>	<b>0 h</b>
Performance Assessment			
<b>End-of-module exam</b>	<b>Form</b>	<b>Length (min.)</b>	<b>Weighting</b>
-	-	-	-
<b>Permitted Resources</b>	-		
<b>Others</b>	<b>Assessment</b>	<b>Length (min.)</b>	<b>Weighting</b>
Talk/oral presentation	Grade	20	75,00 %
Slide Deck	Grade	-	25,00 %
Classroom Attendance Requirement	Mandatory Attendance: Other  Attendance is mandatory for the contact lessons (16 hours of classroom instruction, see above).		
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	<ul style="list-style-type: none"><li>• Missing a deadline for a given task for the final assignment as well as a student's absence during the last two classes (final presentations) will lead to the deduction of at least one grade point in the final grade. In the worst case, the student may be awarded a grade of 1.0 for this module.</li><li>• Students are required to purchase the compulsory textbook "The Leader's Dilemma", see above, themselves.</li></ul>
----------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------