



Innsbruck University School of Management

Master Program Organization Studies

Program description and module handbook

Contact: master-orgstudies@uibk.ac.at

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FACT SHEET

Degree	Master of Science in Organization Studies (MSc Organization Studies)
Duration	Two years (four semesters), full-time (120 ECTS)
Career prospects	Positions in: <ul style="list-style-type: none">– Human resource management & development– Organizational Development and Strategic Change– Consulting industry– Further academic career (PhD programs in Organization Studies or Management)
Characteristics	<ul style="list-style-type: none">– Internationality – close cooperation with international partner universities– Multidisciplinarity – teaching staff from a number of related disciplines– Reflexive approach – experience-based forms of learning, emphasis on self- and social competencies– Focus on practice – cooperation with companies and other organizations– Research based – embedded in the interdisciplinary research program “Organization Studies” (Innsbruck University)
Elements	<ul style="list-style-type: none">– 9 Modules: 7 compulsory modules, 2 electives– Modules focusing on conceptual, methodical and reflexive knowledge– Written Master Thesis and colloquium (defensio)– Additional features: guest lectures, internships, research colloquia, small research projects
Teaching language	English
Number of students	30 per year
Start	1 st October each year
Fees	<ul style="list-style-type: none">– Students from EEA-member countries: Euro 363,36Students from other countries: Euro 726,72
Programme Director	a.o. Univ.-Prof. Dr. Richard Weiskopf Dpt. of Organization and Learning, Innsbruck University School of Management Tel.: +43 512 507 7567 e-mail: richard.weiskopf@uibk.ac.at / master-orgstudies@uibk.ac.at

PROFILE

Basic Concept

Organizations and society

Organizations are the fabric of social life. Whether we work in a company as managers, take part in a political movement, are members of an association, or just play football, we are parts of organizations. Organizations are vital actors in economic, cultural, and political spheres. They have a significant impact on people's lives and they influence the development of societies.

Managing (in) organizations

The management of organizations is facing rapid and fundamental changes. Globalization, the knowledge society, privatization and deregulation, the impact of technologies and innovation, and new forms of labour are but some of the keywords that characterize these challenges. Responding to these challenges in an adaptive way is key to a wealthy future – in economic and social terms.

Becoming an expert in managing complexity

The master program Organization Studies qualifies students to take over responsibility in complex organizational settings. It is based on the Innsbruck School of Management's central research focus "Organization Studies" and close co-operations with partners from leading international academic institutions, as well as companies and other organizations.

The program aims at developing experts who feel at ease in complex organizational and interorganizational environments. Elements of reflexive learning offer students the opportunity to further enhance their personal, communicative and social skills. After completing the program students shall be able to design and develop processes of organizing and to act competently and skilfully, thus facilitating organizations to cope with new challenges that stem from an ageing society, a changing workforce, increasingly complex technologies and production structures and multiple demands from internal and external stakeholders. Graduates shall be "experts in complexity".

Qualification Profile

The Master program is hence the right choice for students who plan to develop their career on the following tracks.

Career prospects

- *Management functions where specific organizational competencies are required*
Students shall be able to start their career in human resource management and development, organization design, knowledge management, design of communication relationships to internal and external stakeholders, use of technology in organizations)
- *Specific organizational fields and settings*
Students shall be able to start their career in the management of non-profit-organizations, public organizations, associations and lobby organizations, or expert and knowledge-based organizations
- *The consulting industry*
Students shall gain a first set of competencies and abilities to start their career in consulting companies.

Also, the Master program provides an excellent basis for a further academic career, i.e. a PhD program that focuses on the broad field of organizational research.

PROGRAM GUIDELINES

In accordance with the qualification profile, the program design is based on five didactic pillars.

Internationality

Close co-operation with top international institutions are the basis for the international profile of the program. Students can complete one or more modules in programs offered by partner universities, and international students can participate in the program at Innsbruck University School of management. Also partial co-teaching, teaching exchange and guest lectures from international experts are elements of the "going-international"-approach.

Multidisciplinary

An interdisciplinary orientation of the program and faculty makes it possible to embrace the entire range of current approaches to organization studies and to establish a problem-focused (instead of a discipline-focused) approach to organizational issues. Representatives from management studies, psychology, and social sciences co-operate as a faculty team. A strong focus on methodological issues supports (self-) reflexive modes of learning.

Reflexive and research-based learning

The program facilitates research-based learning, focusing not only on subject matters, but turning students into researchers of themselves (as "reflective practitioners"). The focus on reflective skills and the acquisition of "self-competencies" are central elements of the program. Small groups and courses allow acquiring relevant knowledge and self-confidence through explorative elements and a step-by-step process of becoming independent in the learning process.

Experience-based learning

The relationship with organizational practice plays a significant role in the program. Especially in the second year of the program, co-operation with companies and other organizations will ensure that questions relevant for organizational practice can be dealt with competently by participants.

Diversity of approaches

An open attitude towards the phenomenon of diversity and the ability to reflect and communicate 'across boundaries' are important goals of the program. Thus a number of different and complementary forms of learning are practiced in the different modules. By a number of electives enriching the diversity of the program, students can specialize in individual aspects of organization studies.

STRUCTURE OF THE PROGRAM

Basic structure

Two years – nine modules – one master thesis

The program is offered in a way to allow completion within two years.

The program consists of 9 modules and a Master thesis, combined with a colloquium. The total number of student contact hours is 540. The overall sum of ECTS points for the modules and the Master thesis is 120.

The curriculum is characterized by the dissemination of different kinds of knowledge. Three types of knowledge form the basic structure of the curriculum.

Three types of knowledge

Conceptual knowledge

Focusing on subject matter competencies

Methodical and instrumental knowledge

Focusing on work-relevant and skills-oriented competencies and on methodological competencies

Reflective knowledge

Focusing on personal, social and self-competencies

(See also the program overview, last page of this document.)

Core program – Compulsory Modules

The core elements of the program are the seven compulsory modules.

First semester

The first semester encompasses three of such modules:

Approaches to Organization Studies

Students shall acquire basic knowledge the basic issues and approaches to organization studies. They shall be able to distinguish different approaches and paradigms of organization studies and to describe the interrelation between historical contingencies and specific discourses within organization studies.

Organizational Design

Students shall acquire basic knowledge on structural and processual aspects of organizational design. They shall know the

means by which organizations are designed, managed and controlled. They shall be able to develop context-specific proposals for the design of organizations of different type and nature.

Communication and Conflict

Students shall acquire basic knowledge on the origins and unfolding of conflicts. They shall acquire skills in managing conflicts and shall be able to communicate competently and reflexively in different and particularly intercultural contexts.

Second semester

The second semester contains two compulsory modules (plus one additional elective module – description see below, section “Electives”):

Consulting Theory

Students shall acquire knowledge on the conditions and effects of interventions into organizations. They shall be able to analyse situations in which consulting processes can be supportive for organizational development. They shall be able to distinguish different consulting approaches and learn for which organizational issues and in which settings they are suitable. They shall be able to identify the isomorphisms between (external) consulting and (internal) management and development.

Organizational Dynamics & Change

Students shall be able to identify different origins of organizational dynamics. They shall understand how dynamics force organization to adapt and / or change and how these processes can be actively designed. Students shall be able to reflect upon the part the ‘self’ plays in learning processes and learn how personal mastery contributes to organizational learning and change.

Third semester

The third semester contains two compulsory modules (plus one additional elective module – description see below, section “Electives”)

Organizational Analysis: Research Methods

Students get familiar to central issues of the philosophy of (social) science. They are able to recognize the significance of methodological frameworks for research projects, to choose suitable methods for defined research questions and to apply these methods for inquiries into organizational phenomena.

Organizational Knowledge and Management Development

Students shall understand the significance of knowledge for organizations. They shall be able to identify the ways in which knowledge of different types is developed, shared, and transferred in organizations. Students can competently reflect the impact and role of management development for organizations.

Electives

Two modules are electives, one of which has to be completed in the second semester, the other one in the third semester.

Second semester

The following options are offered:

Ethics in Organizations

Students shall be able to identify and evaluate ethical practices in organizations. They shall know the difference between morality and ethics and the tensions between different rationality standards.

Non-Profit, Public and Expert Organizations

Students shall know the specifics of knowledge-intensive organizations. They shall be familiar with different types of expert organizations in the private and public sector. They shall know which means of governance, management and control can be utilised to manage expert organizations.

Gender, Work and Organization

Students shall be able to understand and use different theories in the context of gender and organisation. They can identify and analyse problems deriving from gendered organisations.

Third semester

Students can choose one of the following options:

Organization and Technology

Students shall be able to understand the dependencies of organizations on different technologies. They shall develop capabilities to act in the context of high reliability organizations. They shall understand the notion of organizational (operational, reputational) risk and its interrelation with modes of regulation on different levels.

Corporate Communication and Governance

Students shall know the role of stakeholder management for the development of organizations. They shall acquire knowledge on the design of stakeholder relationships. Students shall know the significance of supervisory boards as link between organizations and their environments and the role boards play in governing, controlling and developing organizations.

Consulting: Processes and Cases

Students shall acquire advanced knowledge on the design of

consulting processes. By analysing concrete consulting cases they shall identify success factors of, and pitfalls for, interventions in organizations. By this, students shall be able to design responsive forms of interventions into organizations.

Electives from other Master Programs

Students are also allowed to choose in the third semester a module from other MSc programs offered by the Innsbruck University School of Management as an elective, for example:

- Creativity, Innovation and Change (from MSc Strategic Management)
- Strategic Management of Non-Profit-Organizations (from MSc Strategic Management)
- The Social and Organizational Context of Accounting (from MSc Accounting, Auditing and Taxation)
- Financial Analysis (from MSc Finance)

Master Thesis

Thesis

The Master Thesis, to be completed in the fourth semester, is a chance to students to apply the acquired knowledge to concrete questions of organization studies. Co-operation with companies and other organizations will provide the basis for results relevant for organizational practice.

The topic of the Master thesis must be meaningfully related to the content of a compulsory or elective module completed by the student and should combine empirical questions and conceptual considerations.

Colloquium

To complete the study program, students must present their thesis to a committee and defend their ideas and research. This discussion provides also the basis for reflecting on the knowledge, competence and experience gained during the whole program. The colloquium is therefore an opportunity for a problem-focused "talk among a group of experts".

LEARNING INFRASTRUCTURE

Associated Forms of Learning

Research Program Organization Studies

The Master's Program is complemented by activities of the interdisciplinary research centre "Organization Studies" of the Innsbruck University Business School.

This research centre is a lively community of 35-40 staff members and PhD students from different disciplines with a common interest in issues in organization studies. They co-operate in several trans-disciplinary interest groups and projects, most of which are externally funded. Also, the centre runs a research colloquium, a series of lectures and research presentations both, of the members of the centre and of international speakers and guests. Furthermore, member of the centre collaborate with other research initiatives and centres at Innsbruck University as well as with partners at universities around the globe.

Students of the Master Program are encouraged to participate in the activities of the research program wherever it is meaningful and possible.

Program Faculty

Innsbruck University Faculty

Innsbruck University Members of the academic staff across different schools form the main body of the faculty, ensuring a broad expertise in all fields of organization studies:

- Prof. Dr. Manfred Auer
- Prof. Dr. Albrecht Becker
- Ass.-Prof. Dr. Michael Habersam
- Ass.-Prof. Dr. Ulrike Hugi
- Dr. Silvia Jordan
- Prof. Dr. Ekkehard Kappler
- Prof. Dr. Stephan Laske
- Claudia Meister-Scheytt
- Prof. Dr. Heidi Möller
- Prof. Dr. Annette Ostendorf
- Prof. Dr. Martin Piber
- Ass.-Prof. Dr. Tobias Scheytt

- Prof. Alan Scott, PhD
- Dr. Silke Seemann
- Prof. Dr. Richard Weiskopf
- Ass.-Prof. Dr. Heike Welte

Visiting Faculty

Excellent international researchers regularly act as visiting and guest professors and will enrich the faculty. Among others, the following colleagues have held positions as visiting professors in the last years:

- Prof. Dr. Chris Carter, University of St. Andrews, UK
- Prof. Dr. Stewart Clegg, University of Technology Sydney, Australia
- Prof. Dr. Peter Conrad, Helmut Schmidt University - University of the Armed Forces, Hamburg, Germany
- Prof. Dr. Barbara Czarniawska, Gothenburg Research Institute, Sweden
- Prof. Dr. Silvia Gherardi, University of Trento, Italy
- Prof. Dr. Christian Heath, King's College, University of London, UK
- Prof. Dr. Gertraude Krell, Free University Berlin, Germany
- Prof. Dr. Günther Ortman, Helmut Schmidt University - University of the Armed Forces, Hamburg, Germany
- Prof. Dr. Fabrizio Panozzo, University of Venice, Italy
- Prof. Dr. Otto Scharmer, Massachusetts Institute of Technology, Cambridge (MA), USA
- Prof. Dr. Georg Schreyögg, Free University Berlin, Germany
- Prof. Dr. Chris Staeyaert, University of St. Gallen, Switzerland
- Prof. Dr. Jörg Sydow, Free University Berlin, Germany
- Prof. Dr. Barbara Townley, University of Aberdeen, UK
- Prof. Dr. Hugh Willmott, Cardiff University, UK
- Prof. Dr. Fiona Wilson, University of Glasgow, UK

Guest Speakers

Guest speakers from companies and other organizations are regularly invited to enhance the practice-based learning environment. Among many others, the following experts have recently given lectures on important topics of organization studies:

- Dr. Hanno Bästlein, CEO, Constantia Packaging, Vienna
- Prof. Dr. Dr. h.c. Klaus Landfried, former President of the Universities Rector's Conference, Germany
- Gerhard Stocker, CEO Stasto GmbH & Co. KG, Innsbruck

APPLICATION AND REQUIREMENTS

Basic Requirements

First degree All Students applying for the Master Program must have completed a Bachelor or a comparable program from a higher education institution. The degree can be in Business and Economics, in Business Administration, Management *or* in an associated field of study in the social sciences. If students with a degree in another field of study apply, the compatibility and hence the fulfilment of this prerequisite will be individually examined.

English proficiency All applicants are expected to have an advanced level of English proficiency:

- *Applicants from Non-EEA (European Economic Area) countries (except Australia, Canada, Ireland, New Zealand, UK, or USA)*
Students must submit the results of an English test. We accept TOEFL with a score of at least 100 (internet-based), 250 (computer-based) or 600 (paper-based), IELTS test with a score of at least 7.0 and The Cambridge Advanced Test taken no longer than three years ago.
- *Applicants from Australia, Canada, Ireland, New Zealand, UK, or USA*
Applicants who are native speakers from Australia, Canada, Ireland, New Zealand, UK or USA, are exempt from the requirement of submitting the results of an English test
- *Applicants from EEA countries*
Applicants holding EEA country high school degrees may contact the Admission Office to have their degrees evaluated so as to determine if their level of English proficiency is sufficient.

Application Procedure

Applicants from EEA Member Countries Applicants from EEA member countries fulfilling the basic requirements will get a place upon registration. Such applicants, however, should keep in mind that the program starts on October 1st and that early registration is suggested. Application forms and further details are available from the Website of the Admission Department of Innsbruck University (<http://www.uibk.ac.at/studienabteilung/en/index.html>).

*Applicants from
Non-EEA Mem-
ber Countries*

For applicants from Non-EEA countries, admission will be decided on a case-by-case basis. Application forms and further details are available from the Website of the Admission Department of Innsbruck University (<http://www.uibk.ac.at/studienabteilung/en/index.html>).

The deadline for applications from non-EEA member countries is May 15 for the program starting in October. Completed applications are acted upon as they are received. The Admission Department will send an acknowledgement mail as soon as the application file is received. Notification of the final decision will be given until June 30. Applicants have themselves to take care of fulfilling the formal legal requirements for studying in Austria (visa, permission of residence etc.)

Students from
International
Partner Pro-
grams

For students from international partner programs aiming to participate in parts of the program (single or several modules), admission will be decided on a case-by-case basis depending on the modules the students have successfully completed at their home institutions and with respect to the maximum number of students in the modules for which the student apply.

Application forms and further details are available from the Website of the Admission Department of Innsbruck University (<http://www.uibk.ac.at/studienabteilung/en/index.html>).

Applications have to be presented latest until July 31 for the Fall semester and until December 31 for the Spring semester. Notification of the admission decision is given until September 30 and January 30, respectively.

PRACTICALITIES

Number of Participants

Size of seminars and workshops

In all interactive parts of modules (seminars, workshops) the maximum number of students is 30. The program's focus on reflective methods of learning requires small learning groups suitable to activate self-guided learning processes among the participants.

Regulations

If more students apply for admission to courses with limited student numbers, their performance in the modules defined as prerequisites will serve as a selection criterion.

The module "Approaches to Organization Studies" will be held within the first 4 to 5 weeks of the semester and forms the foundation for the master program. It will be completed by an examination which is the prerequisite for continuing the master program. Since this course is a particularly intense course we strongly recommend a pre-reading of the essential text (see module description below).

Further details are explained in the course/module handbook.

Timetable

Program start

The program starts each year on October 1 once a year.

Fall semester

The first and third semester (fall semester) runs from October 1 to January 31.

Spring semester

The second and fourth semester (spring semester) starts on March 1 and ends on June 30.

Tuition fee

The tuition fee per semester is EUR 363.36 for students from EEA-member countries and EUR 726.72 for students from other countries.

Estimated Expenses

Average expenses for accommodation and living in Innsbruck will be around EUR 600.00 per month.

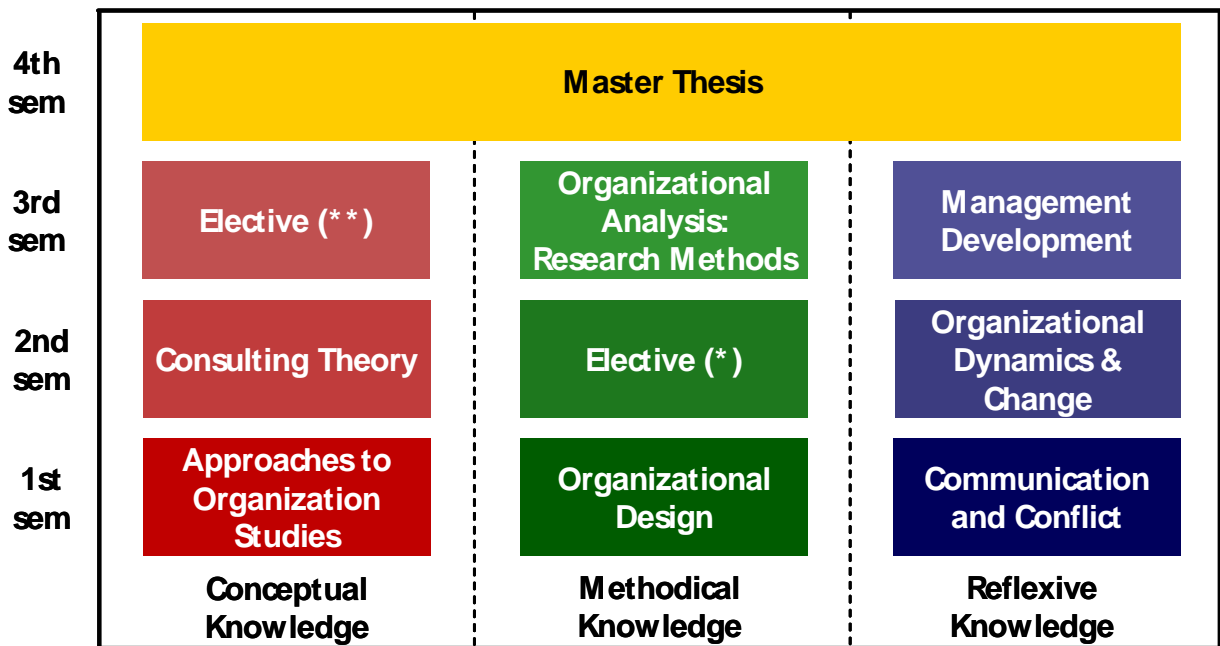
FURTHER INFORMATION SOURCES

Further information can be gained from the following sources:

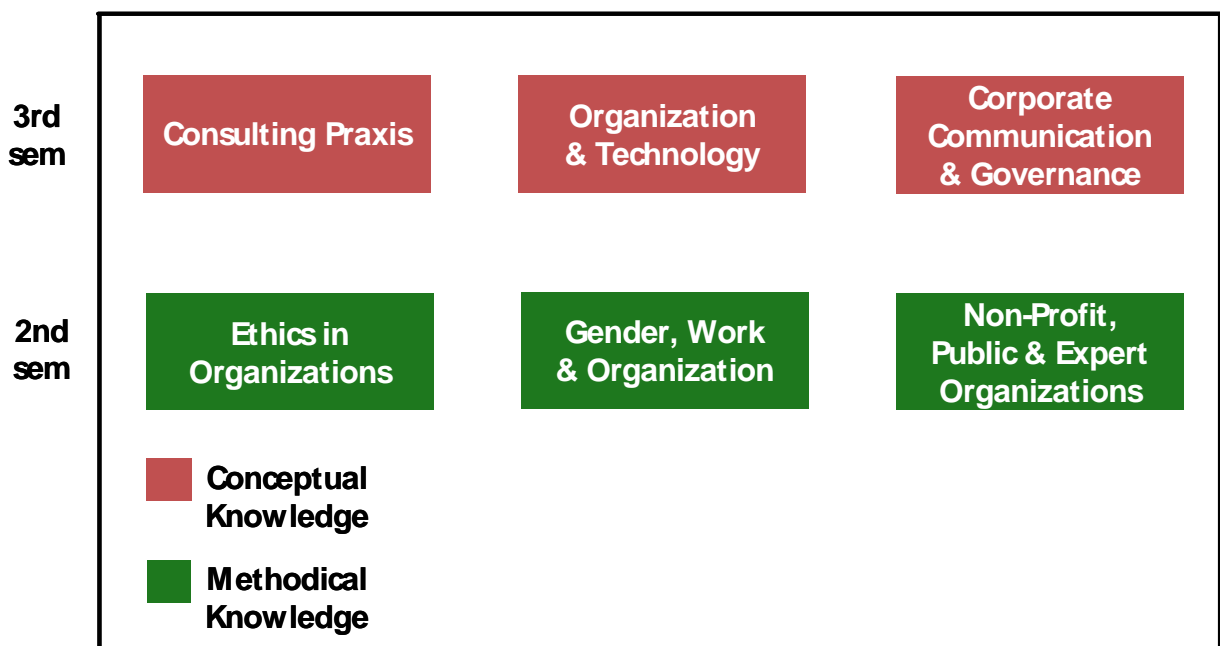
- Admission Department, Innsbruck University:
<http://www.uibk.ac.at/studienabteilung/en/index.html>
- Website of the Master Program Organization Studies, Innsbruck University:
http://www.uibk.ac.at/fakultaeten/betriebswirtschaft/studium/organization_studies.html
- Website of the Office for International Relations, Innsbruck University:
<http://www.uibk.ac.at/international-relations/>
- A folder with a description of all Master Programs offered by the School of Management can be downloaded from the School's Master Program website:
<http://www.uibk.ac.at/fakultaeten/betriebswirtschaft/studium/master.html>
(This document also contains information on Innsbruck and its surroundings: travel information, leisure and sport opportunities, culture and social life etc.; as well as on the university: history, disciplines, research and education profile etc.)
- General information on Innsbruck and Tyrol can be obtained from the official website of the Innsbruck Tourism association:
http://www.innsbruck.info/xxl/_lang/en/_site//index.html
- Further inquiries with respect to the Master Program can be sent via e-mail to:
master-orgstudies@uibk.ac.at

PROGRAM STRUCTURE – OVERVIEW

General structure



Electives



DESCRIPTION OF MODULES – CORE PROGRAM

1. Semester (Autumn / Winter)

Core module	Approaches to Organization Studies (APPROS)	§ 9 (2) 1		
Parts of the module		Type	Weekly hours	ECTS-credits
Introduction: Organizations and Organizing		VU(*)	2	5
Issues in Organization Studies		VU(*)	2	5
<p>Objectives:</p> <p>Students shall acquire basic knowledge on the field organization studies with specific respect to its basic ideas, issues and paradigms. Students shall be able to distinguish different approaches to organization studies and should be able to describe the interrelation between historical contingencies and specific discourses within organization studies.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - The role of organizations in modern society - Functions and functioning of organizations - The relationship between decision, organization and rationality - Functionalist, interpretive, critical and post-modern approaches to organization studies - Historical development of paradigms 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, guest lectures</p>				
<p>Prerequisite:</p> <p>BA in economics and management or an equivalent degree in a related discipline</p>				
<p>Assignment:</p> <p>Written and / or oral exams, literature reviews, small case studies</p>				
<p>Position in the programme:</p> <p>Foundation module; 1st semester (first five weeks), prior to other modules.</p>				
<p>Notes:</p> <p><i>This module is offered to max. 160 students at the beginning of the 1st semester. It will be held within the first 4 to 5 weeks of the semester and forms the foundation for the master program. It will be completed by an examination which is the prerequisite for continuing the master program. Since this course is a particularly intense course we strongly recommend a pre-reading of the essential text below.</i></p>				
<p>Main module texts:</p> <p><u>Essential</u></p> <p>Clegg, S., Kornberger, M. & Pitsis, T. (2004): Managing and Organizations: An introduction to Theory and Practice. London: Sage [pp. 1-114]</p> <p><u>Supplementary</u></p> <p>Knights, D. & Willmott, H. (2007): Introducing Organizational Behaviour & Management. London: Thomson.</p> <p>Hatch, M.J. & Cunliffe, A. (2007): Organization Theory. Modern, symbolic and postmodern perspectives. 2nd ed. Oxford: Oxford University Press.</p> <p>Morgan, G. (1986). Images of Organizations. Beverly Hills, CA: Sage.</p> <p>Burrell, G. & Morgan, G. (1979). Sociological paradigms and organizational analysis: Elements of the sociology of corporate life. Aldershot, UK: Gower.</p>				
<p>Module coordinator:</p> <p>Richard Weiskopf</p>				

Core module	Organizational Design (ORGDES)	§ 9 (2) 2		
Parts of the module		Type	Weekly hours	ECTS-credits
Introduction into organizational design		VO(*)	2	5
Practices and cases of organizational design		SE(*)	2	5
<p>Objectives:</p> <p>Students shall acquire basic knowledge on structural and processual aspects of organizational design. They shall know the means by which organizations are designed, managed and controlled. They shall be able to develop context-specific proposals for the design of organizations of different type and nature. They are able to estimate the effects of individualisation and subjectification and the resulting ethical conflicts.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Structure: Organizational forms, hierarchies, superordination & subordination, accountability, interorganizational relationships - Structuring: Task analysis and job descriptions, competencies, delegation, systems of responsibility - Process: Culture, power and control, politics, trust 				
<p>Teaching Methods:</p> <p>Instructions, Lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of module APPROS.</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>1st semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students. In the case of more applicants, participants are selected on the basis of their grades in module APPROS.</p>				
<p>Main module texts:</p> <p>Knights, D. & Willmott, H. (2007): Introducing Organizational Behaviour & Management. London: Thomson.</p> <p>Gabriel, Y, Fineman, S. & Sims, D. (2006). Organizing & Organizations. 3rd ed. London : Sage.</p>				
<p>Module coordinator:</p> <p>Manfred Auer</p>				

Core module	Communication & Conflict (COMCON)	Curriculum § 9 (2) 3		
Parts of the module		Type	Weekly hours	ECTS-credits
Introduction into Communication and Conflict Theory		VO(*)	1	2,5
Workshop on Communication		WS(*)	3	7,5
Objectives: Students shall acquire basic knowledge on the origins and unfolding of conflicts. They shall acquire skills in managing conflicts and shall be able to communicate competently and reflexively in different contexts.				
Contents: <ul style="list-style-type: none"> - The 'self' and the 'other' in communication and conflict - Functions and dysfunctions of conflicts in organizations - Psychodynamics of interpersonal and group conflicts - Managing conflicts and mediation - Communication in different (cultural) contexts - (Video-based) self-observation and self-reflection in communication and conflict situations - Moderation in different communication settings 				
Teaching Methods: Lectures, instructions, plenary and group discussions, exercises				
Prerequisite: Successful completion of module APPROS				
Assignment: 30 minutes oral exam (Modulprüfung)				
Position in the programme: 1 st semester				
Notes: This module is offered to 30 students.				
Main module texts: Glasl, F. (2004). Konfliktmanagement: ein Handbuch für Führungskräfte, Beraterinnen und Berater. 8. Aufl. Bern ; Wien [u.a.]: Haupt; Stuttgart: Verl. Freies Geistesleben. Schulz von Thun, F. (2004). Miteinander reden. Vol. 1-3. Reinbek: Rowohlt. Gehm, T. (1999). Kommunikation im Beruf, Weinheim et al.: Beltz Thomas, A. et al. (Hg.) (2003). Handbuch interkulturelle Kommunikation und Kooperation, Göttingen: Vandenhoeck & Ruprecht Putnam, L. & Jablin, F.M. (Ed.) (2004). The New Handbook of Organizational Communication: Advances in Theory and Practice. London: Sage.				
Module coordinator: Heike Welte				

2. Semester (Spring/Summer)

Core module	Interventions in Organizations (Consulting) (CONSUL)	Curriculum § 9 (2) 4		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Introduction into consulting		VO(*)	2	5
Theory and practices of consulting		SE(*)	2	5
<p>Objectives:</p> <p>Students shall acquire knowledge on the conditions and effects of interventions into organizations. They shall be able to analyse situations in which consulting processes can be supportive for organizational development. They shall be able to distinguish different consulting approaches and learn for which organizational issues and in which settings they are suitable. They shall be able to identify the isomorphisms between (external) consulting and (internal) management and development.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Approaches to consulting (coaching, process consulting, expert consulting, etc.) - Socio- and psychodynamics of different forms of consulting - Role and identity of the consultant in consulting processes - Role and identity of the client in a consulting process - Formal and legal aspects of consulting - Management as intervention & consulting 				
<p>Teaching Methods:</p> <p>Lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules ORGDES, COMCON</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>2nd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p>				
<p>Main module texts:</p> <p>Schein, E. (2004). Process Consultation Revisited: Building the helping relationship.</p> <p>Lippitt, G. & Lippitt, R. (1994). The Consulting Process in Action. New York: Wiley.</p> <p>Fatzer, G.M, Rappe-Giesecke, K. & Loos, W. (1999). Qualität und Leistung von Beratung. Köln: Edition Humanistische Psychologie.</p> <p>Königswieser, R. & Exner, A. (2001). Systemische Intervention. Architekturen und Designs für Berater und Veränderungsmanager. Beratergruppe Neuwaldegg. Stuttgart: Klett-Cotta.</p> <p>Möller, H. (2001). Was ist gute Supervision? Stuttgart: Klett-Cotta.</p> <p>Trebesch, K. (2000). Organisationsentwicklung. Stuttgart: Klett-Cotta.</p>				
<p>Module coordinator:</p> <p>t.b.a.</p>				

Core module	Organizational Dynamics and Change (ORGDYN)	Curriculum § 9 (2) 5		
Parts of the module		Type	Weekly hours	ECTS-credits
Dynamics within and around organizations		VO(*)	2	5
Organizational Learning		WS(*)	2	5
<p>Objectives:</p> <p>Students shall be able to identify different sources of organizational dynamics. They shall understand how dynamics force organization to adapt and / or change and how these processes can be actively designed. Students shall be able to reflect upon the part the 'self' plays in processes of organizational learning and learn how personal mastery contributes to organizational learning and change.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Organizational learning: knowledge, adaptation and change - Systems thinking: Dynamics and complexity, intended and unintended consequences of social action - Personal mastery: learning to lead oneself - Obstacles to organizational learning: defensive routines, resistance to change and the role of leaders in change processes 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules ORGDES, COMCON</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>2nd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p>				
<p>Main module texts:</p> <p>March, J.G. (1999). The Pursuit of Organizational Intelligence. Malden, MA: Blackwell.</p> <p>Weick, K.E. (1995). Sensemaking in organizations. Thousand Oaks, CA: Sage.</p> <p>Weick, K.E. (2000). Making Sense of the Organization. Oxford: Blackwell.</p> <p>Argyris, C. & Schoen, D. (1996). Organizational Learning II. Reading, MA: Addison-Wesley.</p> <p>Senge, O. (1999). The Dance of Change: the Challenges of Sustaining Momentum in Learning Organizations. London: Brealey.</p> <p>Schoen, D. (1999). The Reflective Practitioner: how professionals think in action. New York: Basic.</p>				
<p>Module coordinator:</p> <p>t.b.a.</p>				

3. Semester (Autumn / Winter)

Core module	Organizational Analysis: Research Methods (ORGMET)	Curriculum § 9 (1)		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Philosophy of (social) science		VO(*)	1	2,5
Qualitative and quantitative methods in in social science		VO(*)	2	5,0
Organizational inquiry		SE(*)	1	2,5
<p>Objectives:</p> <p>Students are familiar to common aspects in of the philosophy of (social) science. They are able to recognize the significance of methodological frameworks for research projects. They are able to choose suitable methods for defined research questions and are able to apply these methods for inquiries into organizational phenomena.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Modes of knowledge and knowledge production: Knowing, assuming, presuming, believing, observing, testing, discussing - Basics of the philosophy of (social) science: model, method, methodology, thesis & antithesis, analysis - Methodological considerations as innate part of the research process - Design of qualitative inquiries - Design of quantitative inquiries - The link between research questions and methods 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations</p>				
<p>Prerequisite:</p> <p>Successful completion of modules CONSUL, ORGDYN and one of the electives from 2nd semester (ETHICS, GENDER or EXPORG)</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>3rd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p>				
<p>Main module texts:</p> <p>Cassell, C. & Symon, G. (2004). Essential Guide to Qualitative Methods in Organizational Research. London: Sage.</p> <p>Alvesson, M. & Skoldberg, M. (2001). Reflexive Methodology. London: Sage.</p> <p>Punch, K.F. (2006). Introduction to Social Research: Quantitative an Qualitative Approaches. London: Sage.</p>				
<p>Module coordinator:</p> <p>t.b.a.</p>				

Core module	Organizational Knowledge and Management Development (MANDEL)	Curriculum § 9 (5) 6		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Introduction to Organizational Knowledge and Management Development		VO(*)	2	5
Issues in Management Development		WS(*)	2	5
<p>Objectives:</p> <p>Students shall understand the significance of knowledge for organizations. They shall be able to identify the ways in which knowledge of different types is developed, shared, and transferred in organizations. Students shall be able to reflect the impact and role of leadership in organizations and get an overview of theories of management and leadership development.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Resource-, knowledge- and competency-based views on organizations - Development, transfer and management of knowledge within and between organizations - Basics of management and leadership development - Knowing oneself and knowing 'the other': The role of self-discovery for effective management - Critical aspects of human resource and organizational development 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules CONSUL, ORGDYN and one of the electives from 2nd semester (ETHICS, GENDER or EXPORG)</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>3rd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p>				
<p>Main module texts:</p> <p>Elliott, C.J. & Turnbull, R.S. (2005). Critical Thinking in Human Resource Development. London: Routledge.</p> <p>Leonard-Barton, D. (1995): Wellsprings of Knowledge. Boston, MA: Harvard Business School Press.</p> <p>Reynolds, P.M. & Burgoyne, J.G. (1997). Management Learning: Integrating Perspectives in Theory and Practice. London: Sage.</p> <p>Prichard, C., Hull, R., Chumer, M. & Willmott, H. (ed.) (2000). Managing knowledge. London: Macmillan.</p> <p>Tsoukas, H. (2004). Complex Knowledge. Oxford: University Press.</p>				
<p>Module coordinator:</p> <p>Annette Ostendorf</p>				

DESCRIPTION OF MODULES - ELECTIVES

2. Semester (Spring/Summer)

Elective module	Ethics in organizations (ETHORG)	Curriculum § 9 (4) 1		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Introduction into Ethics in Organizations		VO(*)	2	5
Issues in Ethics		SE(*)	2	5
Objectives: Students shall be able to identify and evaluate ethical practices in organizations. They shall know the difference between morality and ethics and the tensions between different rationality standards.				
Contents: <ul style="list-style-type: none"> - The concept of ethics - Ethics in organizations - Responsibility and responsible decisions in organizations - Ethical implications of organizational practices and procedures - Corporate Social Responsibility as pattern of ethical behaviour - Relation of ethical and aesthetic practices of organizing 				
Teaching Methods: Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures				
Prerequisite: Successful completion of modules ORGDES, COMCON				
Assignment: written exam (max. 90 mins)				
Position in the programme: 2 nd semester				
Notes: This module is offered to 30 students. Students of other Master programmes can choose this module as a free elective.				
Main module texts: Jones, C., ten Bos, R. & Parker, M. (2005): For Business Ethics. London: Routledge. Parker, M. (2000) (ed.): Ethics and Organizations. London: Sage.				
Module coordinator: Richard Weiskopf				

Elective module	Non-Profit-, Public and Expert Organizations (EXPORG)	Curriculum § 9 (4) 2		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Introduction: Expert Organizations		VO(*)	2	5
Managing Experts and Professionals		SE(*)	2	5
<p>Objectives:</p> <p>Students shall know the specifics of knowledge-intensive organizations. They shall be familiar with different types of expert organizations in the private and public sector. They shall know which means of governance, management and control can be utilised to manage expert organizations.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - The nature of expert organizations: knowledge, expertise and innovativeness - Expert organizations in the public and non-profit-sector: schools, universities, hospitals, public administrations, military organizations, voluntary organizations - Means for directing and managing expert organizations 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules ORGDES, COMCON</p>				
<p>Assignment:</p> <p>90 minutes written exam (Modulprüfung)</p>				
<p>Position in the programme:</p> <p>2nd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p> <p>Students of other Master programmes can choose this module as a free elective.</p>				
<p>Main module texts:</p> <p>Weick, Karl E. (2001): <i>Managing the unexpected: assuring high performance in an age of complexity</i>. 1. ed., 2. hb printing. San Francisco, Calif.: Jossey-Bass.</p>				
<p>Module coordinator:</p> <p>Michael Habersam</p>				

Elective module	Gender, Work and Organisation (GENDER)	Curriculum § 9 (4) 3		
		Type	Weekly hours	ECTS-credits
Parts of the module				
Theoretical Approaches and Concepts to Gender and Organisation		VO(*)	2	5
Studies in Gender, Work and Organisation		SE(*)	2	5
<p>Objectives:</p> <p>Students will be able to understand and use different theories in the context of gender and organisation. They can identify and analyse problems deriving from gendered organisations.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Theoretical concepts of gender and organisation - Gendered organisational (sub)structures, cultures and relationships - Overt and covert discrimination - Methods to study gender, work and organisation 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules ORGDES, COMCON</p>				
<p>Assignment:</p> <p>written exam (max. 90 mins)</p>				
<p>Position in the programme:</p> <p>2nd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p> <p>Students of other Master programmes can choose this module as a free elective.</p>				
<p>Main module texts:</p> <p>Alvesson, M./Due Billing, Y. (1997): Understanding Gender and Organizations. London et al.: Sage.</p> <p>Calás, M.B./Smircich, L. (1996): From 'The Woman's' Point of View: Feminist Approaches to Organization Studies, in: Clegg, St. R./Hardy, C./Nord, W.R.: Handbook of Organization Studies. London et. Al.: Sage.</p> <p>Gender, Work and Organization (Journal)</p> <p>Gherardi, S. (1995): Gender, Symbolism and Organizational Cultures. London et al.: Sage.</p>				
<p>Module coordinator:</p> <p>Manfred Auer</p>				

3. Semester (Autumn / Winter)

Elective module	Consulting: Processes and Cases (CONPRO)	Curriculum § 9 (5) 1		
Parts of the module	Type	Weekly hours	ECTS-credits	
Consulting processes	VO(*)	2	5	
Workshop: Consulting Cases	SE(*)	2	5	
<p>Objectives:</p> <p>Students shall acquire advanced knowledge on the design of consulting processes. By analysing concrete consulting cases they shall identify success factors of, and pitfalls for, interventions in organizations. By this, students shall be able to design responsive forms of interventions into organizations.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Systemic perspectives on consulting and intervention - The design of interventions into organizations - Examples and case studies 				
<p>Teaching Methods:</p> <p>Instructions, lectures, case study work, plenary and group discussions, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules CONSUL, ORGDYN and one of the electives from 2nd semester (ETHICS, GENDER or EXPORG)</p>				
<p>Assignment:</p> <p>90 minutes written exam</p>				
<p>Position in the programme:</p> <p>3rd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p> <p>Students of other Master programmes can choose this module as a free elective.</p>				
<p>Main module texts:</p> <p>Wimmer, R. (2004). Organisation und Beratung: Systemtheoretische Perspektiven für die Praxis. Heidelberg: Auer.</p> <p>Weisbord, M. (1993): Discovering common ground: how future search conferences bring people together to achieve breakthrough innovation, empowerment, shared vision, and collaborative action. San Francisco, CA : Berrett-Koehler.</p> <p>Weisbord, M. (2005): Techniques to Match to our Values, Paper presented at the Organisation Design Forum, April 15, San Francisco.</p>				
<p>Module coordinator:</p> <p>t.b.a.</p>				

Elective module	Corporate Communication and Governance (CORCOM)	Curriculum § 9 (5) 2		
Parts of the module		Type	Weekly hours	ECTS-credits
Introduction: Public Relations and Stakeholder Management		VO(*)	2	5
Corporate and Public Governance		SE(*)	2	5
<p>Objectives:</p> <p>Students shall know the role of stakeholder management for the development of organizations. They shall acquire knowledge on the design of stakeholder relationships. Students shall know the significance of supervisory boards as link between organizations and their environments and the role boards play in governing, controlling and developing organizations.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Public relations - Communication and interaction with internal and external stakeholders - 'Selling' corporate and public strategies - The role of supervisory boards in governing and developing organizations - New forms of governance in the public sector 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules CONSUL, ORGDYN and one of the electives from 2nd semester (ETHICS, GENDER or EXPORG)</p>				
<p>Assignment:</p> <p>90 minutes written exam</p>				
<p>Position in the programme:</p> <p>3rd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p> <p>Students of other Master programmes can choose this module as a free elective.</p>				
<p>Main module texts:</p> <p>Hilb, M. (2005). New Corporate Governance: Successful Board Management Tools. Heidelberg et al.: Springer.</p> <p>Bauer, H., Biwald, P. & Dearing, E. (Hg.) (2005). Public Governance: Öffentliche Aufgaben gemeinsam erfüllen und effektiv steuern. Wien/Graz: NWV.</p>				
<p>Module coordinator:</p> <p>t.b.a.</p>				

Elective module	Organization and Technology (ORGTEC)	Curriculum § 9 (5) 3		
Parts of the module		Type	Weekly hours	ECTS-credits
Introduction: Organizations and Technologies		VO(*)	2	5
Technology, Security and Risk in Organizations		SE(*)	2	5
<p>Objectives:</p> <p>Students shall be able to understand the dependencies of organizations on different technologies. They shall develop capabilities to act in the context of high reliability organizations. They shall understand the notion of organizational (operational, reputational) risk and its interrelation with modes of regulation on different levels.</p>				
<p>Contents:</p> <ul style="list-style-type: none"> - Technologies in organizations - Dynamics of human-technology interaction - Organizations and the 'risk society' - Risks, their consequences in organizations and their management - Regulation and standardization - The 'risks' of risk management and regulation - Security in organizations: issues and practices - The management of disasters and their outcomes 				
<p>Teaching Methods:</p> <p>Instructions, lectures, plenary and group discussions, reading assignments, student presentations, guest lectures</p>				
<p>Prerequisite:</p> <p>Successful completion of modules CONSUL, ORGDYN and one of the electives from 2nd semester (ETHICS, GENDER or EXPORG)</p>				
<p>Assignment:</p> <p>90 minutes written exam</p>				
<p>Position in the programme:</p> <p>3rd semester</p>				
<p>Notes:</p> <p>This module is offered to 30 students.</p> <p>Students of other Master programmes can choose this module as a free elective.</p>				
<p>Main module texts:</p> <p>Perrow, C. (1989): Normal Accidents.</p> <p>Power, M. (2005). The risk management of everything. London: DEMOS.</p> <p>Turner, B. and Pidgeon, N. 1997. Man-made disasters. London: Butterworth/Heinemann.</p> <p>Beck, U. (1992). Risk Society. London: Sage.</p> <p>Hutter, B.M. & Power, M. (ed.) (2005). Organizational Encounters with Risk. Cambridge: University Press.</p> <p>Weick, K.E. & Sutcliffe, K. (2002): Managing the Unexpected. New York: Wiley.</p> <p>Power, M. (2007): Organizing Uncertainty. Oxford: Oxford University Press.</p>				
<p>Module coordinator:</p> <p>Tobias Scheytt</p>				

(*) Abbreviations

Abbr.	Means
VU	Lecture with an integrated tutorial
VO	Lecture
SE	Seminar
WS	Workshop (intensive seminar)