

## Organization & Innovation

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4.00 ECTS credits

### Einführung / Introduction

*Dieser Kurs wird in deutscher und englischer Sprache gehalten. Im deutschsprachigen Kurs sind jedoch die meisten Papiere und Unterlagen auf englisch. Die Sprache der schriftlichen Prüfungen kann von den Studierenden selbst unter deutsch und englisch gewählt werden. Dies gilt auch für den englischsprachigen Kurs.*

This course is offered both in English and in German. In the German language course most of the literature is in English. You can choose among English and German for the written exams.

### Course concept

The question of how to develop scientific criteria in order to help practitioners designing more effective, efficient, equitable and innovative organizations, in other words the issue of Organizational Design and Change, has been at the centre of Organization and Management Theory from its inception. In the last thirty years, however, the problem of Organization Design has lost its centrality in the academic field of organization and management. Consultants, managers, and trade union representatives have been left more or less alone in pursuing the redesign of organizations. Managers, and practitioners more generally, have to struggle with waves of new design fashions that promise the moon but have meagre and sometimes detrimental effects (e.g. business process reengineering, team based organization, ...).

While the terms 'innovation' and 'innovativeness' are heavily used in public and political discourse, it is not so clear what they mean in the first place. Often innovation is used as a label to make a rather traditional service or product more attractive for customers or funding bodies. Most researchers would agree that both terms involve some degree of newness and change. However, there is intensive debate regarding the reach of newness and the level on which the induced change takes place in order to make an activity or result an innovation.

We take a critical perspective on innovation and innovativeness and analyse the antecedents, contextual factors and results on the individual, organizational and societal level. While we focus on the economic effects of innovation, our analysis also takes into account the social and ethical dimensions. On these levels, we address the issues of organization design, change and innovation in two ways: 1. We reassess the classical contributions of organization and management theory; 2. We propose an original integration with recent theories on institutional and cultural fields and logics, process of categorization of markets and organizational identities.



## Course objectives

At the end of the course students will have a better understanding on how practically use contemporary organizational and management theories for the resolution of design and innovation issues.

## Timetable and course contents

Nr.	Day	Schedule	
1	11.3.2014	13:45-17:00	Introduction, rules of the game, formation of groups and assignment of topics
2	1.4.2014	13:45-17:00	Individual group meetings: timetable to be announced <b>(ATTENTION: to be held on the premises of the respective Institute)</b>
3	29.4.2014	13:45-17:00	Four group Presentations and discussions
4	6.5.2014	13:45-17:00	Four group Presentations and discussions
5	10.6.2014	13:45-15:15	Final MC-exam and invited testimonial

## Teaching Methods

Lectures, discussions, autonomous reading of academic literature, group work, students' presentations, practician's presentation.

## Grading

- Participation (20%)
- Group presentation (40%)
- Final MC-exam in class (40%)

Final exam will test the students' knowledge of the literature and their capability to apply it to an actual social or economic issue. Therefore, the students are expected to prepare the *required readings* and also read the seminar papers of other student-groups.

## Attendance

Attendance is mandatory, but you are allowed to skip one session, provided that you post it in advance in the appropriate Moodle page. However, in case of non attendance, you need anyway to make sure that the other group members can compensate.

### **Group Presentation**

Student-groups will be assigned on March 11<sup>st</sup>. The students' responsibility is to produce a presentation of maximum 15 minutes (10 minutes discussion excluded). A sufficient grade is achieved when the students are able to summarize the main topics of the assigned papers in a coherent form. Better grades can be achieved by looking for other sources, academic papers or books on the respective subject. The presentation has to be uploaded to Moodle before the latest the day of the presentation.