

# Organizational Structures and Behavior

Summer Term 2025

## Course Objectives

### Lecture:

Organizational Structures and Behavior is designed to familiarize Bachelor students with (a) the structures of organizations, especially corporations, and (b) the behavioral aspects of business administration.

The course will be divided into two parts:

- Part 1: Organizational Structures, ca. 35%
- Part 2: Organizational Behavior, ca. 65%

The part on organizational structures will first look at formal organizational structures, such as functional, divisional and matrix structures, proceed to process and project management, and then discuss new organizational forms such as holacracy, scrum, and agility.

The part on organizational behavior will begin with a focus on individual processes in organizations, particularly on motivation and achievement orientation. It will then proceed to group dynamics and team performance, and on to organizational issues such as organizational culture. Leadership issues shall also be discussed, i.e. how to lead a team, how to lead a larger unit such as a department, and how common leadership mistakes can be avoided.

### Tutorial:

The tutorial aims at deepening the knowledge and applying it to practical examples. In the tutorial, students will present the results of company analyses. The cases will be delivered in the kick-off event in April. As the exam will also cover aspects of the tutorial, we strongly recommend participating. Moreover, students can achieve up to five extra points for the exam by giving a presentation.

## Course Dates

### Lecture:

Tuesdays 10:15-11:45 h, room AA 110, Universitätsstr. 24

### Tutorial:

Wednesday, June 4<sup>th</sup>, 14:15-17:45, room 101 (+1/0010), Bahnhofstraße 7  
Wednesday, June 18<sup>th</sup>, 14:15-17:45, room 101 (+1/0010), Bahnhofstraße 7  
Wednesday, July 2<sup>nd</sup>, 14:15-17:45, room 101 (+1/0010), Bahnhofstraße 7  
Wednesday, July 16<sup>th</sup>, 14:15-17:45, room 101 (+1/0010), Bahnhofstraße 7  
Wednesday, July 23<sup>rd</sup>, 14:15-17:45,

There will be a kick-off event for the tutorial on **April 24<sup>th</sup>, 2025, 10:15 – 11:45**, in which the cases will be delivered and teams are formed to analyze the cases. **In order to participate in the group work, it is important to attend this event.**

The kick-off event is taking place online, via the following link:

<https://webconf.hrz.uni-marburg.de/n/rooms/4y2-hwt-t2k-v3o/join>

## Course Contents

### Part 1: Organizational Structures

- a. **The basics of organization:** division of labor; organizational differentiation and integration
- b. **Formal organizational structures:** The strengths and weaknesses of functional, divisional and matrix structures
- c. **Alternative organizational structures:** mechanistic vs. organic structures
- d. **New forms of organization:** holocracy, scrum, agility

### Part 2: Organizational Behavior

- a. **Individual processes in organizations:** personality and achievement orientation, motivation and performance, goal-setting.
- b. **Group processes:** formation of norms and team spirit, cohesiveness and groupthink, group performance and effectiveness.
- c. **Organizational culture:** tools to analyze organizational culture; organizational culture and performance; changing organizational culture.
- d. **Leadership:** leadership styles, situational leadership, leadership versus management, charismatic leadership, leadership mistakes and how to avoid them.

## Lecturers

### Lecture:

Prof. Dr. Thomas Armbrüster

Office hours: Wednesday, 10:00-12:00 h, via Zoom:

<https://zoom.us/j/95088204582?pwd=M01rYUJMdmsxbXFjeGdQcVBIQWtVZz09>

Please register for the next office hour by Tuesday 12 noon each day. Here is the form for registration

<https://forms.gle/J5GjATxpLg91L5Rg6>

### Tutorial:

Annika Sam, M.A.. Office hours: Wednesday, 10:00-12:00h via BigBlueButton (after registration on ILIAS) using the following link:

<https://webconf.hrz.uni-marburg.de/n/rooms/qok-wix-r9g-bae/join>

## Examination

60 minute electronic, single-choice exam. The exam is expected to take place on 25.07.2025.

Please note: The exam will cover topics from the lecture AND the tutorial.

## Literature

The course will be based on the following textbook, available on Ilias:

**Stephen P. Robbins, Timothy A. Judge, 2024: Organizational Behavior. 19<sup>th</sup> ed., global edition**