

Organizational Structures and Behavior

Summer Term 2022

Please note: This course will be held in English. It replaces the previous, German-language course “Organisationsstrukturen und Verhalten in Organisationen”

Course Objectives and Abstract

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. 40%
- Part 2: Organizational Behavior, ca. 60%

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 forms of organizational forms of organization such as holacracy, scrum, and agile structures.

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.

Course Dates

Lecture:

Tuesdays 10:15-11:45 h, LH 204 (LH +2/0040)

The lecture will be recorded and made available on Ilias.

Tutorial:

09 June 2022, 09:15-13:45 h: via Cisco Webex.

10 June 2022, 09:15-13:45 h: via Cisco Webex.

07 July 2022, 09:15-13:45 h: via Cisco Webex.

08 July 2022, 09:15-13:45 h: via Cisco Webex.

The tutorial is taking place online via Cisco Webex using the following link:

<https://uni-marburg.webex.com/uni-marburg-de/j.php?MTID=m64aa95870e77ea452b64b30b89e27c63>

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. **Process and project management:** structures designed to complement formal organizational structures.
- d. **New forms of organization:** holocracy, scrum, agile structures

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 group think, 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.

Tutorial:

The tutorial aims at deepening the knowledge and applying it to practical examples. Further information regarding the preparation for the tutorial sessions will be provided via e-mail and on ILIAS.

Lecturers

Lecture:

Prof. Dr. Thomas Armbrüster. Office hours: Wednesday, 10:00-12:00 h, via BigBlueButton (no registration required):

<https://webconf.hrz.uni-marburg.de/b/tho-ufd-jsk-217>

Tutorial:

Jasmin Afrahi, M.Sc.. Office hours: Wednesday, 10:00-12:00 h via Cisco Webex (after registration on ILIAS) using the following link:

<https://uni-marburg.webex.com/uni-marburg-de/j.php?MTID=m5db556530e3016eb683891bfe8b290ed>

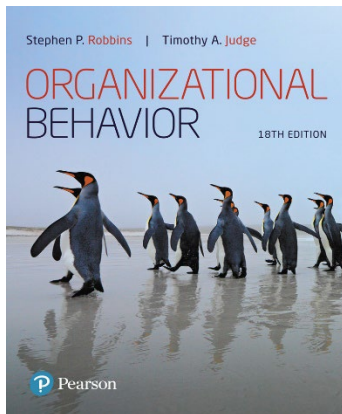
Examination

60 minute electronic, single-choice exam, in July 2022. The exact date of the exam will be announced in May.

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

Literature

The course will be based on the following textbook:



Stephen P. Robbins, Timothy A. Judge, 2018: Organizational Behavior. 18th ed. Pearson Publishing

The 18th edition is electronically available on Ilias three times every 24 hours (due to the library's contract restrictions).

Twelve physical copies of this textbook are in the library of the School of Business and Economics.

The 15th edition is available as pdf on Ilias (the book's structure is the same; the newer edition comprises some text amendments).