



# Organization and Strategy

Winter Term 2025

The Module consists of the two Lectures *Organization Theory & Strategy*

	<b>Organization Theory</b>	<b>Strategy</b>
Institutes	Institute of Strategic Management (ISM)	Institute for Strategy, Technology and Organization (ISTO)
Lecturers	Prof. Dr. Anja Tuschke (ISM)	Prof. Dr. Tobias Kretschmer (ISTO)
Assistants	Dr. Max Braun (ISM)	Frederike Eulitz (ISTO)
Credits	6 ECTS	
Exam	Joint written exam (120 mins) for both lectures	

## Course Description

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The course involves two separate lectures. The lecture Organization Theory provides a comprehensive overview of the foundational theories, concepts, and principles of organizations. It emphasizes operational production and value creation processes and explores their impact on organizational designs. The course equips students with a broad understanding of essential parameters and tools for managing organizations, addressing internal coordination challenges, and engaging effectively with external stakeholders.

The lecture Strategy focuses on an applied analysis of competition. Important concepts from industrial organization, game theory, product life-cycle analysis, and industry evolution are discussed. Additionally, important characteristics of network industries such as network effects and standard-setting are considered. The concept of competition used in this course is interpreted broadly and also encompasses the analysis of strategic cooperation between firms.

## Learning

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The module equips students with both theoretical knowledge and practical frameworks for analyzing organizational and strategic challenges. It offers a comprehensive understanding of key terms and concepts, enabling students to develop scientifically grounded solutions to diverse competitive scenarios from a managerial and consulting perspective.

## Grading

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Based on the contents of both lectures, you will write a 2-hours exam at the end of the semester (6 ECTS).

# Course Outline – Lecture Sessions

## Organization Theory

	Topic	Book Chapters
1	Introduction to Organizations	Chapter 1 & 2
2	Fundamentals of Organization Structure	Chapter 4
3	Strategy and Effectiveness	Chapter 3
4	The External Environment	Chapter 5
5	Interorganizational Relationships	Chapter 6
6	Manufacturing and Service Technologies	Chapter 8
7	International Organization Design	Chapter 7
8	Organization Size, Life Cycle and Decline	Chapter 10
9	Organizational Culture and Ethical Values	Chapter 11
10	Organizational Innovation and Change	Chapter 12
	Joint Exam with Lecture Strategy	

## Strategy

Lecture		Coursera	
Lecture	Topic	Module	Topic
1	Welcome to Competition & Strategy		
2	Paper 1: tba	1	Welcome to Competition & Strategy
		2	Competition, Basics of Game Theory
		3	Cooperation, Complementary Products, and Strategic Partnerships
3	Paper 2: Claussen, Essling & Peukert (2018)	4	Market Entry
		5	R&D, Innovation, and Competition
4	Paper 3: Abolfathi et al. (2022)	6	Product Differentiation
		7	Switching Costs and Lock-in Strategies
5	Paper 4: Zegners & Kretschmer (2017)	8	Price Discrimination, Competition Policy
		9	Network Effects, Horizontal and Vertical Firm Boundaries
6	Paper 5: Meyer et al. (2024)	10	Strategies in Network Markets
		11	Mergers and Acquisitions, Organic Growth
Joint Exam with Lecture Organization Design			

Further details on the course will be provided during the first lecture sessions as well as on Moodle.