



Organization and Strategy

Winter Term 2026/27

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

	Organization Theory	Strategy
Institutes	Institute for Leadership and Organization (ILO)	Institute for Strategy, Technology and Organization (ISTO)
Lecturers	Prof. Dr. Martin Högl (ILO)	Prof. Dr. Daniel Obermeier (ISTO)
Assistants	Marie-Christin Schmid, Izabela Sosnowska, Dr. Selina Richter (ILO)	Frederike Eulitz (ISTO)
Credits	6 ECTS	
Exam	Joint written exam (120 mins) for both lectures	

Course Description

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

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

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

This is a preliminary outline. The exact papers that will be discussed are subject to change.

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

Book: Daft, R., Murphy, J. & Willmott, H.: "Organization Theory & Design: An International Perspective", 4th ed., Cengage Learning, 2020.

Strategy

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Lecture		Coursera	
Lecture	Topic	Module	Topic
1	Welcome to Competition & Strategy		
2	Paper 1: Solinas et al. 2022	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 Theory			

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