



## Course and Examination Fact Sheet: Spring Semester 2025

### 8,241: Organization Design

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

decentral - Presentation, Analog, Group work group grade (60%)

Examination time: Term time

decentral - Written work, Digital, Individual work individual grade (40%)

Examination time: Term time

#### Attached courses

Timetable -- Language -- Lecturer

[8,241,1.00 Organization Design](#) -- English -- [Kreutzer Markus](#) , [Menz Markus](#)

#### Course information

##### Course prerequisites

There are no specific prerequisites for this course.

##### Learning objectives

Upon completion of this course students should:

- Understand the various established and newly emerging organization design concepts and theories;
- Know how to critically assess the advantages and disadvantages of organizational structures for a specific context and situation;
- Be able to apply frameworks and tools to effectively design organizations.

##### Course content

Organization design choices are among the most important management decisions. Particularly in an increasingly complex and dynamic environment, choices regarding the organization's structure, coordinating mechanisms, systems, and processes are critical for making strategy work, as well as for the effective and efficient functioning of the organization. The course explores classic and modern organization design principles, focusing on an application of frameworks and tools to develop an optimal organization design. Special emphasis will be put on the design challenges and innovative organization design approaches in contemporary organizations, such as concerning the design of multimarket organizations and headquarters, of top management teams and boards of directors, as well as of temporary organizations and interorganizational work. The course builds on established knowledge, several real-life case examples, guest lectures, and in-depth class discussions.

##### Course structure and indications of the learning and teaching design

The course will be structured in five sessions that cover fundamental concepts as well as contemporary challenges of organization design. Session 1 introduces the fundamentals of organization design. Session 2 centers on practicing organization design tools. Sessions 3 and 4 focus on selected organization design challenges in contemporary organizations. Session 5 includes the presentation of the group projects, as well as a wrap-up of the course. Throughout the course, several practitioners and consultants who are experts in organization design will be invited as guest speakers.

##### Course literature



Handouts of lecture slides and articles/case studies will be provided via the course platform.

## Additional course information

--

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/2)

##### Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	60%
Duration	--

##### Examination languages

Question language: English  
Answer language: English

##### Remark

--

##### Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

##### Supplementary aids

--

---

#### 2. Examination sub part (2/2)

##### Examination modalities

Examination type	Written work
Responsible for organisation	decentral
Examination form	Written work
Examination mode	Digital
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	40%
Duration	--



## Examination languages

Question language: English

Answer language: English

## Remark

--

## Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

## Supplementary aids

--

---

## Examination content

The group presentation and the individual term paper relate to the organization design concepts covered in the course.

## Examination relevant literature

Handouts of lecture slides and articles/case studies will be provided via the course platform. Students will be asked to search for additional literature/information/data for the group presentation and the individual term paper.

## Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 13 (Monday, 25 March 2025) are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 23 January 2025);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 17 March 2025);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 31 March 2025);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 15 (Monday, 07 April 2025).