



Course and Examination Fact Sheet: Autumn Semester 2018

7,914: Managing Organizational Behavior in a Complex and Volatile World

ECTS credits: 5

Overview examination/s

(binding regulations see below)

Decentral - Presentation (in groups - all given the same grades) (40%)

Decentral - Group examination paper (all given the same grades) (40%)

Decentral - Active participation (20%)

Attached courses

Timetable -- Language -- Lecturer

[7,914,1.00 Managing Organizational Behavior in a Complex and Volatile World \(CEMS exclusive course\)](#) -- Englisch --

[Wiemann Meike](#) , [Weibel Antoinette](#)

Course information

Course prerequisites

An active mind and interest in "soft" management topics

Course content

Now, more than ever, companies face challenging and unpredictable environments often termed "VUCA": an acronym for volatility, uncertainty, complexity, and ambiguity. In such a VUCA world traditional management instruments such as the ubiquitous cycle of planning - organizing - staffing - directing - controlling lose their appeal. Rather, to achieve competitive advantage, companies need to learn how to embrace paradoxical situations. In other words, they need to be a "jack of all trades" as they balance the need to be efficient and innovative, to move quickly while staying mindful, and to handle cooperation and competition at the same time.

The key to excellence in a VUCA world is to create an engaged workforce, to foster individual and team creativity and to allow for trust-based bridges between knowledge-exchanging organizational units.

In this class, we will thus focus on two VUCA-scenarios specifically. We will discuss how companies can create human and social resources for dealing reliably with unexpected events, which are typical for complex and volatile environments.

Furthermore, we will discuss how companies can learn to experiment and to develop a taste for unknown territories, which allows them "to surf the waves of change" in a situation of ambiguity.

Course structure

1. Introduction: Embracing the paradox (or how to deal with organizational dilemmas)
2. VUCA-Employees:
 - Motivation - How to foster employee engagement
 - Personality - Is there such a thing like a "VUCA" Personality?
3. VUCA-Teams:
 - How teams become more motivated and wiser, and turn into "high performance teams"



4. VUCA-Organizations:

- Highly reliable organizations - Silo bridging and error culture
- Learning organizations - Turning the pyramid upside down

Course literature

A reasonable amount of pre-reading is required to prepare for the sessions. During the course, we will work with case studies and selected articles from organizational behavior and management journals. Supplemental tool-kit materials, checklists and additional briefing materials will be uploaded to StudyNet and/or handed out during the appropriate sessions. Cases and readings will be announced at the beginning of the course.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (40%)

Remark

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Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - Group examination paper (all given the same grades) (40%)

Remark

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Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for



example, in METZGER, C. (2015), Lern- und Arbeitsstrategien (11th ed., 4th printing). Aarau: Sauerländer).

- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2018, Juristisches Arbeiten: Eine Anleitung für Studierende (6. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Active participation (20%)

Remark

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Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content

Examination content will be announced in the course.

Examination relevant literature

Literature will be announced at the beginning of the course.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc. When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 23 August 2018
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 15 October 2018
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 05 November 2018

Please look at the fact sheet once more after these deadlines have expired.



University of St.Gallen