

SBWL “Strategy and Organization”



Prof. Dr. Patricia Klarner
Institute for Organization Design
Department of Strategy & Innovation

MAY 2022



Who we are



Institute for Organization Design

Project Management



**Institute
Director**
Univ. Prof. Dr.
habil. Patricia
Klarner



**Assistant
Professor
(NNT)**
Dr. Sabine
Pittnauer



Prae Doc
Katrina
Nelson



Prae Doc
Dieter
Gutschi



Prae Doc
Philipp
Benedikt
Becker



Head of Group
ao. Univ. Prof.
Dr. Martina
Huemann

Why do Strategy & Organization Design matter?



“Organization design can make a significant improvement in performance, because it amplifies the alignment of the organization to its strategy and business model. It can improve speed to market and customer experience.”

Joe Echevarria, CEO of Deloitte (2011-2014)

Deloitte.



“..while AI will help with some things like sorting data, the quality of thinking in decision making, in team-based interaction that creates value for people and firms, is still going to be a key part of how we do business.”

Anthony Healy, CEO of Bank of New Zealand (2014-2018)

bnz 

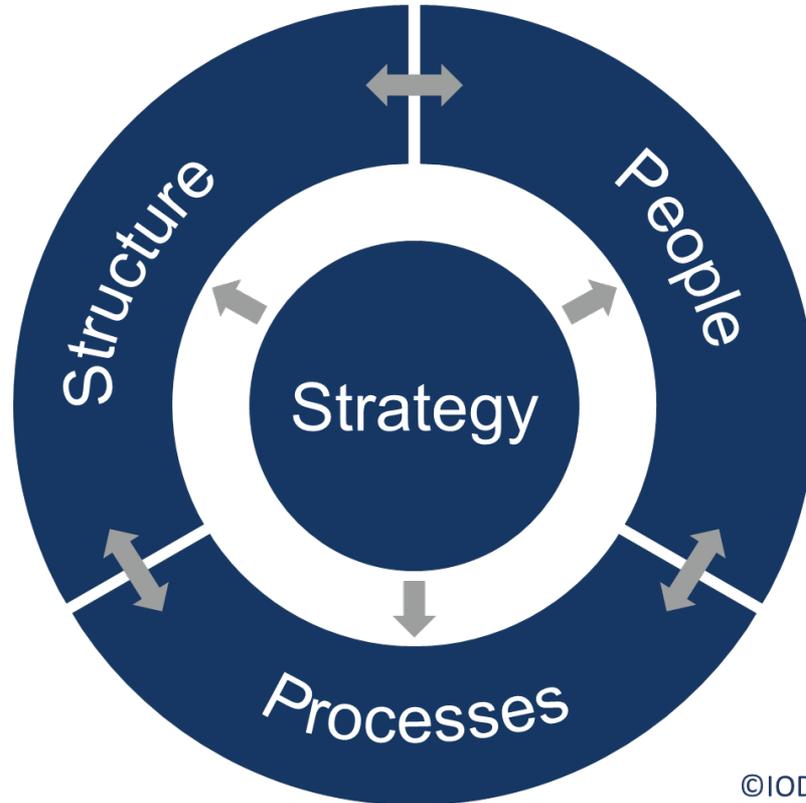


“Just because you are CEO, don’t think you have landed. You must continually increase your learning, the way you think and the way you approach the organization. I’ve never forgotten that.”

Indra Nooyi, CEO of PepsiCo (2006-2018)


pepsi®

Strategic Organization Design @ IOD



©IOD

Do you want to be a change maker or a future consultant?

YOUR future work opportunities
OUR SBWL:

Corporate strategy & development, organization design, organizational analysis, management consulting, organizational & change consulting, executive search & development, academia, ... in a range of industries; in large firms and SMEs



McKinsey&Company Organization Design

Our consultants help clients **design organizations** to reduce costs, drive growth, and strengthen both short-term performance and long-term organizational health.

BCG

Organization Design

Many leaders are rethinking the **design of their organizations**. They recognize that organization design can be a powerful way to boost performance and keep up with ever-changing markets.

Google

Google's success is linked to the effectiveness of its **organizational structure** and **organizational culture** in supporting excellence in **innovation**.

voestalpine

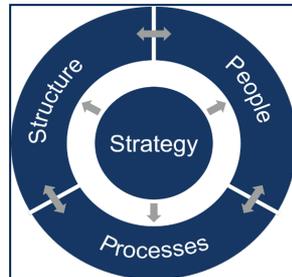
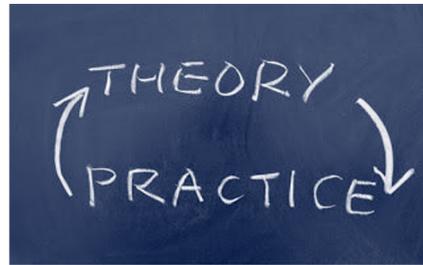
Several **organizational changes** were either agreed or carried out. Not only are they intended to focus on the core divisions, but also to optimize orientation to the **strategy** of a longer value-added chain towards more customer-specific products.

What we offer

only
30
Students



**state
of the
art**



- ✓ Solid foundation for **broad, international career prospects**
- ✓ Courses and projects at the **intersection of strategy & organization**
- ✓ Continuous **individual coaching** by IOD team
- ✓ Valuable **practical experience** through business project
- ✓ **Exclusive access** to “WU Leadership Conversations”
- ✓ Further **events and networking** with other cohorts organized by **S&O Student Club**
- ✓ Analytical, problem-solving skills
- ✓ Teamwork skills
- ✓ Presentation & communication skills

Course Overview



Set the ground and get the big picture...

Course 1: Strategic Organization Design

- Dimensions of strategic organization design
 - What is strategy?
 - Organization structure and new forms of organizing
 - People in organizations
 - Process perspective
- Interlinkages between dimensions of strategic organization design
- Comprehensive organizational analysis
- Discussion of company examples



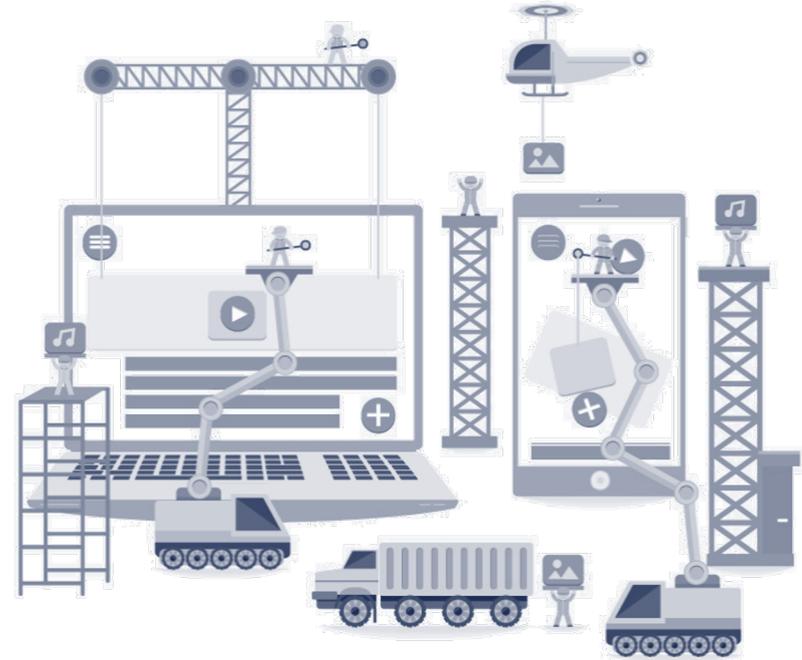
Source: <http://www.effectivemanagers.com/>

... to change and make an impact!

Course 2: Organizational Change and Redesign

Introduction to organizational change and redesign

- Drivers of change
- Dimensions of change (strategy, structure, people, and processes)
- Goals and outcomes of change processes
- Change management and change leadership
- The practitioner's view: Guest lecture



Source: <http://www.constructionworld.org/>, May 2018

Course 3: Skills Development Workshop “Project Management”

- Fundamentals & applications of concepts and processes of project management
- The design elements of contemporary project organizations
- The role of a project manager, project-owner, project team
- Project management in action



Source: <https://www.raconteur.net/business/agility-takes-the-lead-in-project-management>

... and apply them!

Course 4: Cases in Strategy & Organization

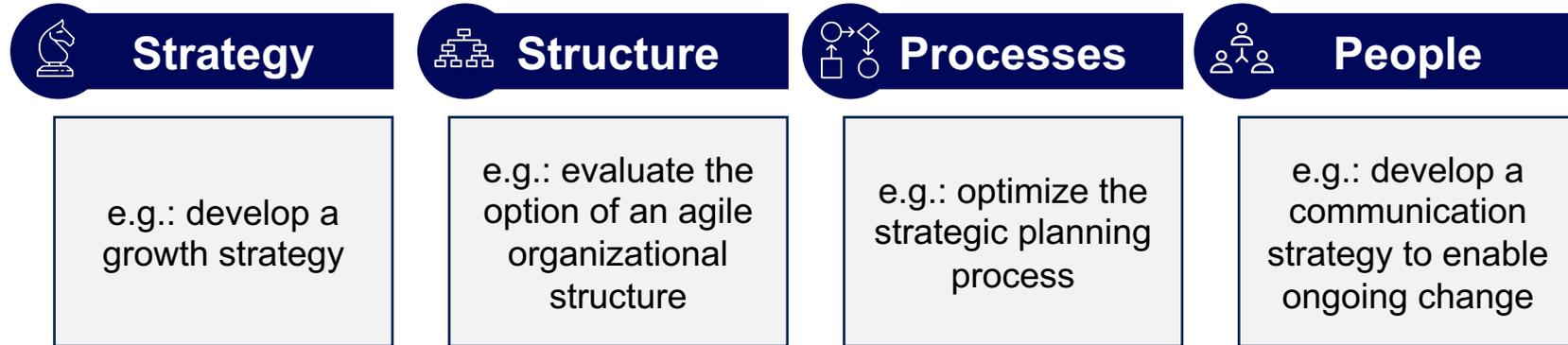
Discussion, analysis and presentation of real life company cases in teams

Course 5: Project Course “Strategy & Organization”

Projects based on current managerial issues of company partners (team projects)



Continuous coaching and feedback by IOD and company partners



Innovative SMEs and international Corporates

e.g., OMV, UNIQA, REWE, Spencer Stuart, Frequentis, Pollmann International, Wien Energie, Wiener Netze, BIPA, Billa, Raiffeisenbank International

- “I enjoy how **passionate** [the instructors] are about their fields and **passing on as much knowledge** as possible to us. They **truly care** about our progress and **take time to mentor** every single student which is incredibly rare at WU. The feedback option for the final presentation was much appreciated!! Beyond that, all slides and info always seem up to date which shows how **invested** the professors are in their field.”
- “I particularly like the SBWL S&O because you will not hear lecturers preaching one absolute truth, but they will engage you in **taking different perspectives**, participate in discussions and work as a team to solve challenges. **Skills that any WU graduate needs** and that you can apply not only in strategy or organizational design, but in a variety of topics.”

- “**Very motivational.** It inspires me to give more thought of future career decisions and engages my brain in a unique way that I haven’t experienced in other courses.”
- “You can see that Prof. Klarner knows a lot about her field and has **many experience to talk about.** This makes **the** class a lot more interesting.”
- “**Reverse Classroom design,** group work contributed a lot to general understanding. **Discussion** at end of classroom group work was a lot of fun.”
- “I liked the **interactive** parts with group discussions.”
- “The ‘Meet the CEO’ format were probably the **best 2 hours at WU** so far.”

Company Partner Voices

"As a long-standing cooperation partner, we appreciate the collaboration with the Institute for Organization Design under the leadership of Prof. Dr. Patricia Klarner. This partnership has proven to be extraordinarily valuable, especially due to the **innovative approaches and solutions** regularly **developed by student teams** in project courses at the institute. This collaboration has not only provided **valuable insights** into strategic and organizational challenges but has also **allowed us to attract talented** new employees to our company...

We look forward to continuing this valuable collaboration and the further insights it will bring for our company and the future generation of leaders."

Andreas Brandstetter, CEO, UNIQA

"There are three reasons we should listen to our next generation of business leaders: they bring **new ideas**, they are on **top of newest research** developments, and most of all they help us to **think outside the box**.

I, therefore, want to mention how much we **appreciate working together with talented students from the IOD** - Institute for Organization Design, WU Vienna University of Economics and Business, led by Prof. Dr. Patricia Klarner.

We gained a lot of interesting insights and new ideas from our successful cooperation!"

Norbert Haslacher, CEO, Frequentis

Your ticket to the WU Leadership Conversations

- Exclusive discussion with CEOs on how they deal with current and future challenges, leadership in uncertain times and new working environments, and future leadership skills.
- Invitation-only event, open only to top WU students
- Participation in our SBWL grants you a ticket to the events!



What gets you on board?

- **Interest** in strategic and organizational topics
- **Commitment** and **motivation**
- **Team** spirit
- **Independence** and **self-reliance**
- A good command of **English**
- Required basic knowledge for **all three bachelor programs** (BW, IBW, WIRE)
 - ✓ STEOP & CBK (Fundamentals of Economics, Introduction to Business Administration, Statistics, Mathematics)
- Required basic knowledge for students of the **BBE program**:
 - ✓ Quantitative Methods I&II, Business & Society, Foundations in Microeconomics



What you need to know!

Application

- Registration for AG “Access to Specialization in Business Administration: Strategy and Organization” (Einstieg in die SBWL) in LPIS **and**
- Application at the IOD:
 - ✓ fill out the SBWL Bewerbungsformular AND add your
 - ✓ CV
 - ✓ transcript of your records
 - ✓ motivation letter (you have to use the form "letter of motivation_SBWL_S&O")
- Once you have successfully passed the admission process, your AG course will be graded with „successfully completed“. Afterwards you can **register for the SBWL courses** via the LPIS system.

Ready to design the future?

I - interesting, inspiring, international, interactive, innovative, intelligent

O - organizational skills, opportunity-seeking, open-minded, outgoing

D - design skills, driven by motivation, dedicated, develop profound knowledge

We look forward to your applications!

Any questions left?

Ask them now or write to iod@wu.ac.at