

# SBWL

## “Strategy and Organization”

**WU**  
WIRTSCHAFTS  
UNIVERSITÄT  
WIEN VIENNA  
UNIVERSITY OF  
ECONOMICS  
AND BUSINESS

**IOD** | Institute for  
Organization  
Design

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

# Who we are



## Institute for Organization Design



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



**Assistant  
Professor**  
Dr. Sabine  
Pittnauer



**Prae Doc**  
Philipp  
Benedikt  
Becker



**Prae Doc**  
Katrina  
Nelson



**Prae Doc**  
Anna Mohr



**Office Mgmt.**  
Gwendolyn  
Meisinger

# 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** 

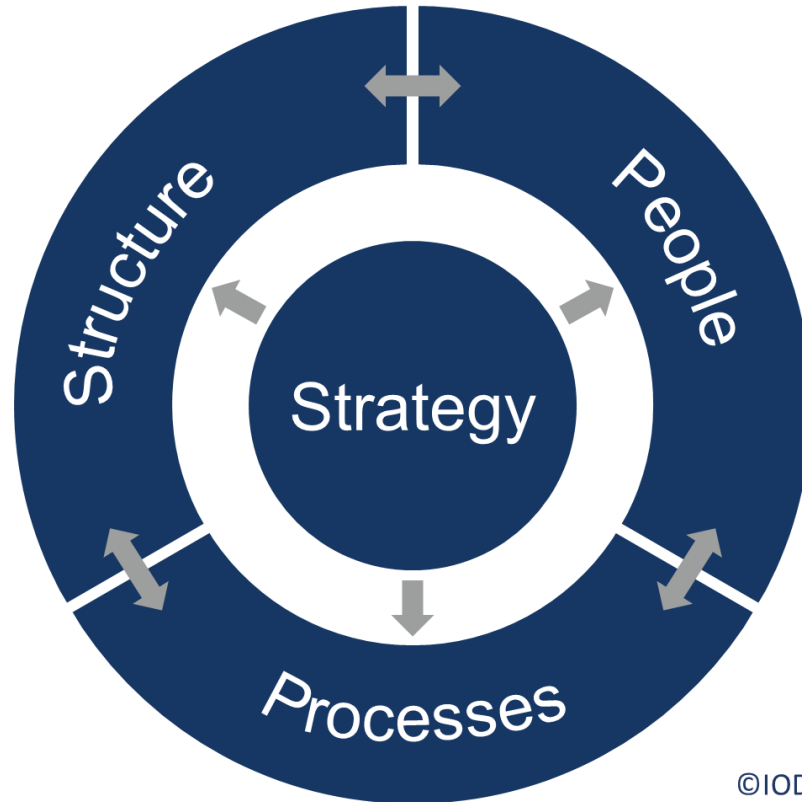


*“Just because you are CEO, don’t think you have landed. You must continually increase your learning, the way you think and the way you approach the organization. I’ve never forgotten that.”*

Indra Nooyi, CEO of PepsiCo (2006-2018)

  
pepsi®

# Strategic Organization Design @ IOD



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# 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.

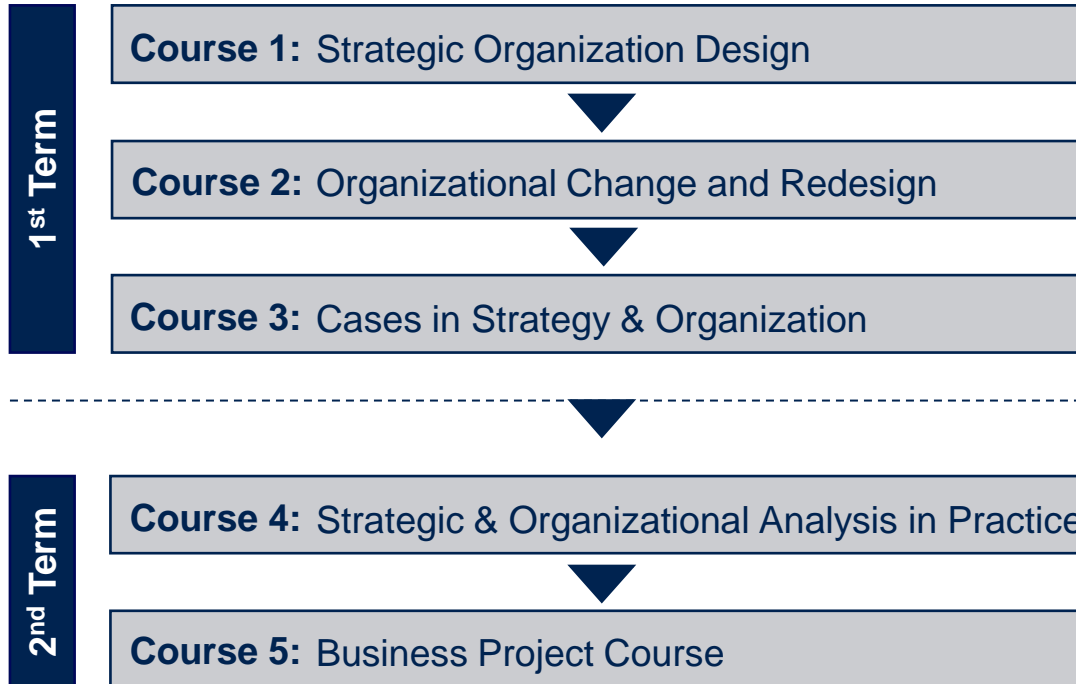


# What we offer



- ✓ 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

# Structure of the SBWL as of WS 2024/25



# 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/>



## 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: <https://pixabay.com/de/illustrations/ai-generiert-b%C3%BCro-team-arbeit-8723287/>

# Apply your skills

## Course 3: Cases in Strategy & Organization

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

Exemplary topics:

- Preparing for the Future of Work
- CEO Succession
- Dealing with Crises
- Evaluating strategic growth options
- Managing a corporate turnaround
- Agile Organizing



Continuous coaching and feedback by IOD

Source: HBS Publishing, HBR

# Acquire an analytical toolset

## Course 4: Strategic & Organizational Analysis in Practice



### Goals

Students will gain practical tools and experience in analyzing best practices from academic literature as well as evaluating the internal & external context of a specific company.

Coaching and feedback by IOD

# Apply the toolset in practice

## Course 5: Business Project Course

- Capstone business project based on current managerial issues of company partners
- Students work in teams to develop innovative solutions to real-life problems



### Partners: Innovative SMEs and International Corporates

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

Continuous coaching and feedback by IOD and company partners

Source: istockphoto.com

- “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.”
- “**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](mailto:iod@wu.ac.at)