

SYLLABUS: ORGANISATION UND CHANGE MANAGEMENT

ORGANISATIONAL DETAILS

Dates:	Thursdays, von 16:15 – 20.00 , according to schedule (UniPortal)
Room:	HS5
Lecturer:	Dr. Marina Pletscher (marina.pletscher@unilu.ch)
Language:	English; some of the teaching materials are in German.
Exam:	18.06.2026 von 08.15-09.15 Uhr Please note: Official confirmation will be provided by the Dean's Office!
OLAT:	https://lms.uzh.ch/url/RepositoryEntry/17827988128

CONTENT

The lecture focuses on organisational design and organisational change. It addresses the following questions:

- (1) What is an organisation and why is it needed?
- (2) How can formal organisational structures be designed effectively and efficiently?
- (3) How can informal organisational processes be analysed and coordinated?
- (4) How can organisational change be planned and supported in a targeted manner?
- (5) How can organisational adaptability be promoted?

LEARNING GOALS

After successfully completing the course, students will be able to:

- (1) Understand and explain the key terms and concepts related to organisational design and organisational change, and place them in a logical context in professional discourse.
- (2) Identify structures and forces within organisations and explain how they contribute to stability and change.
- (3) Classify resistance in connection with organisational change and derive measures to positively influence organisational change.
- (4) Analyse problems related to organisational design and organisational change in a structured manner and critically examine proposed solutions.

PREREQUISITES

Prior attendance of 'Introduction to Business Administration' is not required, but is recommended.

REGISTRATION

Registration via UniPortal is mandatory; see instructions below in the 'Leistungsnachweis' field.

Registration on the OLAT e-learning platform is required from 2 to 27 February 2026 in order to access course information and materials. Students are responsible for verifying that the course is eligible for credit towards their degree programme.

Direct link to the OLAT course: <https://lms.uzh.ch/url/RepositoryEntry/17827988128>

ELIGIBILITY

The lecture is recognised by the Faculty of Economics as part of the core curriculum for bachelor's degrees. Upon successful completion, students can earn 3 ECTS credits. Students are responsible for checking whether the course is recognised as part of their degree programme.

PERFORMANCE EVALUATION

In order to receive credits or take the examination, it is MANDATORY to register via the UNI Portal within the regular examination registration period (2–16 April 2026). Further information on registration: www.unilu.ch/wf/pruefungen

LITERATURE AND MATERIALS

The following textbook will be used in the lecture:

- [Schreyögg, G., & Geiger, D. \(2016\). *Organisation : Grundlagen moderner Organisationsgestaltung. Mit Fallstudien.* Springer \(Web\).](#)
- [Bea, F.X. & Göbel, E. \(2018\). *Organisation: Theorie und Gestaltung.* utb GmbH.](#)

Further literature and materials will be provided in the OLAT course:

- Franken, R. & Franken, S. (2020). Organisationales Lernen. In: *Wissen, Lernen und Innovation im digitalen Unternehmen*. Springer Gabler, Wiesbaden.

SEMESTER PLAN

Date	Lecture	Literature
Th, 19.02.2026	16.15 – 18:00: Module 1: Administration & organisational basics	Schreyögg & Geiger (Ch. 1) Bea & Göbel (Chs. 1 - 3)
	18.15 – 20:00: Module 2: Organizational theories	Schreyögg & Geiger (Chs. 7.1-7.3.1) Bea & Göbel (Chs. 6.3,6.4, 6.8, 6.11)
Th, 05.03.2026	16.15 – 18:00: Module 3: Formal structuring I	Schreyögg & Geiger (Ch. 2) Bea & Göbel (Chs.10-12)
	18.15 – 20:00: Module 3: Formal structuring II	Schreyögg & Geiger (Ch. 2) Bea & Göbel (Ch. 13)
Th, 19.03.2026	16.15 – 18:00: Module 4: Informal processes	Schreyögg & Geiger (Ch. 5)
	18.15 – 20:00: Guest Lecture: Samuel Keller , Country Manager, Pfister Waagen AG, Bilanciai International Group	
Th, 02.04.2026	16.15 – 18:00: Guest Lecture: Sergio Studer , CEO & Co-Founder, CARIFY	
	18.15 – 20:00: Module 5: Episodic change	Schreyögg & Geiger (Ch. 6.1)
Th, 16.04.2026	16.15 – 18:00: Guest Lecture: Dr. Reto Wegmann , Founder & Senior Advisor SWISS IBEX	
	18.15 – 20:00: Module 6: Continuous change	Schreyögg & Geiger (Ch. 6.2) Franken & Franken (Ch. 7)
Th, 30.04.2026	16.15 – 18:00: Module 7: Course retrospective & evaluation	
	18.15 – 20:00: Mock examination	
Th, 18.06.2026	Written examination	