Prof. Dr. Frank Schirmer Seminar / Module: Management and Organization Theory Summer 2023

General Theme: "Organizational Resilience and Learning"

Students taking this seminar must be prepared to read advanced English research papers and write an English term paper, including its presentation.

The module examination consists of a term paper in English (including presentation and discussion of the results).

Through this module 5 credit points can be acquired.

Seminar Language is English.

Organizational resilience refers to an organization's ability to adapt and respond to internal and external disruptive events while continuing to operate effectively. An organization thus can withstand and recover from significant disruptions, such as technological disruptions, cyber-attacks, economic downturns, pandemics, and other unexpected events.

Organizational resilience is essential for organizations for several reasons:

- Continuity of operations: Organizational resilience ensures that the organization can continue to operate even in the face of disruptions. This means critical business functions can be maintained, and the organization can continue providing customer services.
- Reputation management: Organizations that are able to respond effectively to disruptions are better equipped to protect their reputation. Effective crisis management can help to minimize damage to the organization's brand and maintain the trust of stakeholders.
- Financial stability: Disruptions can significantly impact an organization's finances. Organizational resilience helps mitigate disruptions' financial impact by enabling the organization to respond quickly and effectively.
- Employee well-being: Disruptions can also have an impact on employee well-being. Organizational resilience can help ensure employees are safe and supported during a crisis.
- Competitive advantage: Resilient organizations can better compete in their respective markets. Resilience allows organizations to respond more quickly to changing market conditions, adapt to new challenges, and seize opportunities that arise.

This seminar will focus on processes and capabilities that constitute resilience and conditions that foster its development.

Students' term papers (in pairs) must address one of the following six main topics:

I. Basic concepts

- Research on organizational resilience
- Capability- and process perspective

II. Understanding and observing risks

- Anticipation capabilities
- The relevance of second order observation

III. Managing unexpected events

- Coping capabilities and processes
- The challenge of implementing solutions to crisis

IV. Learning Processes for Organizational Resilience

- Encouraging a culture of continuous improvement and learning
- Conducting post-crisis reviews and assessments
- Implementing lessons learned to improve organizational resilience

V. The organizational context

- Power and authority
- Material and immaterial resources

VI. Employee Resilience and Support

- Stress and well-being during a crisis: The case of COVID 19 pandemic
- Providing employee support programs
- Conducting employee resilience training and awareness programs

Basic readings:

- Duchek, Stephanie (2020). Organizational Resilience A capability-based conceptualization. *Business Research*, 13, p. 215-246. https://doi.org/10.1007/s40685-019-0085-7
- Raetze, S., Duchek, S., Maynard, M. T., & Wohlgemuth, M. (2022). Resilience in organization-related research: An integrative conceptual review across disciplines and levels of analysis. *Journal of Applied Psychology*, *107*(6), 867-897. <u>https://doi.org/10.1037/apl0000952</u>

Registration / Schedule:

- Please send your application and the current transcript of records via E-mail to Birgit Hergert: bwl.organisation@tu-dresden.de
- Please apply until Wednesday April 5^{th,} 2023, 12.00 pm.
- Application does not guarantee a place in the seminar. The number of participants is limited to 12. If there are more students, the participants will be chosen by lot.
- You will get an acceptance letter no later than **Wednesday April 12th 2022**.
- Kick-off is scheduled for **Thursday April 20^{st,} 2023, 11.00 am**. Room tba.
- Final presentation of term papers: Thursday June 22^{nd,} and Thursday June 29th, 11.00 am. Room tba.
- The seminar consists of:
 - mandatory dates (kick-off, consultation appointments, presentation of term paper; more information during the kick-off)
 - independent group work phases