

ORGANIZING IN TIMES OF CRISIS

NEUE LEHRFORMATE FÜR UND IN KRISENZEITEN

Elke Schüßler, Johannes Kepler Universität Linz

Digitales Colloquium, Wissenschaftszentrum Berlin, 19.1.2021

ZOOMING BACK...MÄRZ 2020

- Österreich: Am 16. März (1.224 Fälle/Inzidenz 12,1) geht Österreich in den ersten Lockdown.
- Deutschland: Der erste Corona-Lockdown wurde am 16. März 2020 beschlossen und trat am 22. März 2020 in Kraft.
- Idee, einen kollaborativen Online Kurs zu entwickeln am 18.3.2020
- Kurs steht am 31.3.2020
- „Spirit of experimentation“

Linz, 10. März 2020

wahl

Sehr geehrte Lehrende der JKU,

wie in der 5. Information des Rektors zum SARS CoV-2 angekündigt möchte ich als Vizerektor für Lehre und Studierende weitere Informationen und Empfehlungen geben.

Wie bereits mitgeteilt, werden an der Johannes Kepler Universität Linz ab 11.3.2020 in allen Studien und Lehrgängen bis auf Weiteres **keine Lehrveranstaltungen und Prüfungen mit physischer Präsenz abgehalten**. Wo dies möglich ist, wird auf Home- und E-Learning umge-

Distance Education in Organization Studies

Open Collection of Hands-on Experiences and Tools

= Idea of this Collection =

The COVID19 crisis has transformed digital distance education in organization and management studies from nice to have into the only available option. The idea of this open document is to collect ideas, experiences and tools for various types of formats and tasks in the realm of organization and management studies. Please be as concise and praxis-oriented as possible and focus on solutions that individual scholars can implement independent of institutional support and infrastructure.

Please contribute where you see fit and feel free to share this short link to this document:
<http://bit.ly/OS-distancededu>

At the end of the document is a list of all those who have contributed to this joint effort.

We are now mainly looking for examples and showcases - what works and what hasn't worked. There is a respective section at the end of the document. Please share your positive and negative experiences and reflections there as we work towards new blended formats in the post-Covid19 future.

= Traditional Lectures =

- **Record your lecture on your laptop** with Keynote (MacOS): with the built-in Record Slideshow feature you can record a video of your slides together with your lecture and export it as a video file, which you can then upload to youtube (NB that you will lose rights/control here, which might be esp relevant for videos made "quick and dirty") or most course management platforms (e.g., Moodle) (NB that file size might be too large - check if your university has internal solutions for saving videos and then linking them to Moodle, e.g. TechSmith Relay used by JKU); new versions of Powerpoint in Office365 also have [such a feature](#).
- **Support learning** by adding short quizzes for each lecture and additional reading materials (again, most platforms like Moodle support this).

WAS KAM DABEI HERAUS?

Organizing in Times of Crisis

Collaborative Open Course for Master Programs in Business Administration, Management and Organization Studies



[Blog](#) [About the Course](#) [Course Material](#) [People](#) [Reflections & Essays](#)

The Case of Covid-19



MITWIRKENDE UND EINSATZORTE



Elke Schüßler
Uni Linz



Leonhard Dobusch
Uni Innsbruck



Thomas Gegenhuber
Leuphana Lüneburg



Daniel Geiger
Uni Hamburg



Ali Gümüşay
ni Hamburg & HIG Berlin



Jochen Koch
Viadrina Frankfurt/O.



Hannah Trittin-Ulbrich
Leuphana Lüneburg



Jörg Sydow
FU Berlin

PROZESS: RAPID PROTOTYPING

■ Vier Prinzipien

- Universitätsübergreifend und kollaborativ
- Nur offene Lernressources
- Rein asynchrones Lernformat
- Forschungsorientierte Lehre

■ Vorgaben

- Themen
- Struktur für jede Lehreinheit und für die Assignments
- Deadlines (Anfrage am 21.3., Zu-/Absage bis 25.3., Syllabusinhalte bis 30.3.2020)
- Hinweise zu Urheberrecht und Lizenzierung

■ Technologie

- Wordpress
- Youtube Kanal
- Google docs für Assignments

FEATURES - LEHREINHEITEN

Class 1: Organizational Decision-Making in Crisis

Provided by Elke Schüßler, Johannes Kepler University of Linz

Guiding questions: *What does a pandemic have to do with organization theory? How do decision-making processes influence how organizations and societies deal with crisis? When does crisis (fall to) lead to organizational or societal change?*

Lecture



Slides: PDF / PPT

Core readings

Farley, J., Baker, D., Batker, D., Koliba, C., Matteson, R., Mills, R., & Pittman, J. (2007). Opening the policy window for ecological economics: Katrina as a focusing event. *Ecological Economics*, 63(2-3), 344-354. PDF

Contemporary news articles

Baker, P. (2020). 'We Can't Go Back to Normal': How Will Coronavirus Change the World? *The Guardian*, March 31.

and

Grey, S. & MacAskill, A. (2020). Special Report: Johnson Listened to his Scientists about Coronavirus – but They Were Slow to Sound the Alarm. *Mobile Reuters*, April 7.

Post-lecture assignment

Write a short (about 250 words each) memo about the following two questions:

1. Which models and logics of organizational decision-making from your readings and the lecture can you recognize in practice in the current Covid19 crisis? Find one example and outline the decision-making dynamic.
2. In this example, discuss the role of actors in using the Covid19 crisis to bring about organizational/industrial/societal change.

Background readings

Cohen, M. D., March, J. G., & Olsen, J. P. (1972). A garbage can model of organizational choice. *Administrative Science Quarterly*, 1-25. PDF

Müller-Seitz, G., & Schüßler, E. (2013). From event management to managing events. *Managementforschung*, 23, 193-226. SSRN

Rerup, C. (2009). Attentional triangulation: Learning from unexpected rare crises. *Organization Science*, 20(5), 876-893. PDF

Background video

Crisis management (by Prof. Markus Reihlen, Leuphana University Lüneburg)

FEATURES – BLOG AND ADDITIONAL CONTENT

Blog

This blog offers reflections on "Organizing in Times of Crisis" by professors and students.

New study on pandemic leadership

Leadership in times of crisis has been an important theme in our course, and popular among students as an essay topic. One student, for example, addressed the question of whether women are the better crisis leaders. In the early months of the pandemic, many also attributed Germany's relatively good response to the fact that the ...

[Continue reading](#) →

by [elkeschuessler](#) June 25, 2021

Covid, the economy and the climate

While this blog has taken a break in favor of other topics that are still being taught, the crisis has continued into its second and third wave. In one of my earlier posts I shared some reflections about the lessons we can learn from history about where this crisis will lead to. Most of the ... [Continue reading](#) →

by [elkeschuessler](#) January 10, 2021

Why we treat the climate crisis differently than the COVID-19 crisis – and why this needs to change

An essay by Kathrin Ruhnke from the Universität Hamburg, who is currently in her second year of the master's programme International Business and Sustainability. She also works for the non-profit organisation Das macht Schule as a project manager for the E-Waste Race, a nation-wide school project on e-waste, recycling and environmental education. The global community ... [Continue reading](#) →

by [elkeschuessler](#) October 8, 2020

'Organizing in Times of Crisis' wins Aspen Institute's 'Ideas Worth Teaching Award' 2020

Hosted by the the Business & Society Program within the renowned Aspen Institute, the "Ideas Worth Teaching Award" is one of the most prestigious awards for teaching in business and management education. And we are very happy and proud to announce that our course "Organizing in Times of Crisis" is among the nine winners of ... [Continue reading](#) →

by [leonidobusch](#) September 30, 2020

Practitioner interview with Urs Bolter (Blum GmbH) on challenges and opportunities amidst the Corona crisis



— Urs Bolter (Blum GmbH) interviewed by Leonhard Dobusch (University of Innsbruck)

Urs Bolter is member of the Management Board of Blum, an international and family-owned manufacturer of furniture hardware with its headquarter in the Austrian province Vorarlberg. Blum employs close to 8.000 people and, in addition to Austria, has production plants in the United States, in Poland and in Brazil.



“WHAT’S IN IT” FÜR STUDIERENDE?

- **Aufbau von Fachwissen:** Studierende erhalten Einblick in aktuelle Forschung zu Krisenbewältigungsstrategien in verschiedenen Bereichen.
- **Reflexionsmöglichkeiten:** Studierende werden ermächtigt, systematisch und wissenschaftlich fundiert in ihren jeweiligen persönlichen und organisationalen Kontexten auf Herausforderungen der Corona-Krise zu reagieren.
- **Aufbau von methodischem Wissen:** Studierende lernen, wie theoretische Konzepte auf neue empirische Phänomene und Fragestellungen angewendet und eigene Forschungsvorhaben entwickelt werden.
- **Erleben einer didaktischen und theoretischen Vielfalt:** Verstehen, dass es auch in einer Scientific Community verschiedene Perspektiven und Herangehensweisen auf ein und dasselbe Thema gibt.
- **Wechselseitiges Lernen und universitätsübergreifender Austausch:** Internationalisierung ohne Reisen, Einblick in die Arbeit anderer via Blog, gemeinsamer Aufbau von Wissensressourcen
- **Maximale Flexibilität:** Asynchronität erlaubt eigenständiges Arbeiten; gleichzeitiger Austausch via Gruppenassignments

ZUR ROLLE SOZIALWISSENSCHAFTLICHER LEHRE GENERELL – UND IN BEZUG AUF CORONA

As alumni from your course go into leadership positions across industries and sectors, what is the one lesson that you hope will stick with them throughout their careers?

Elke: As an organization theorist, I hope that they will have understood that organizations – including their leaders and members – are a key part of our societies and that their role is not just to make profit, but to address social problems. I also hope that they will have learned the importance of persisting with creative ideas rather than being discouraged by resistance, which will inevitably come up. Here the knowledge that organizing and leading are social processes that entail communication, negotiation and collaboration will hopefully have provided the right basis.

Leonhard: We are in this together. Not only when fighting a pandemic but in modern societies that rely on an extensive division of labor more generally. This is also the reason why the last of the 12 classes of our course deals with the topic “How Grand Challenges Link Together”. None of the grand challenges ahead – from the climate crisis to increasing inequality – can be solved unilaterally. The necessary cooperation and coordination is an organizational challenge in its own right. Hopefully, alumni from our course are a little better equipped to play a part in tackling these challenges.



BUSINESS SCHOOL

Teaching in Times of Crisis

FEBRUARY 3, 2021 • IDEAS WORTH TEACHING

For many educators, responding to the arrival of COVID-19 last year meant shifting to entirely online instruction with little notice, often a staggering endeavor. Yet Johannes Kepler University Linz's Elke Schießler and University of Innsbruck's Leonhard Dobusch went a step further.



FEEDBACK

“Finally a course that really meets the current ‘Zeitgeist’! Congratulations to the professors for putting together a course in such a short period of time, filled with relevant and genuinely interesting topics. This course really encouraged us to engage with the COVID-19 situation on a deeper level rather than observing it from the sidelines.” (Univ. Hamburg)

“I enjoyed the chance to get insight into teaching at other universities all across Germany and Austria. Despite being unable to discover new places it created a sense of unity. In addition to that, even though the material was aligned, the multitude of content created by different people in different manners resulted in a multi-faceted, diversified course.” (Viadrina)

- Feedback wurde (anonymisiert) universitätsübergreifend geteilt und in einem Blogpost dokumentiert
- Wesentliche Kritikpunkte: zu theoretisch, Videos zu losgelöst von den Readings, mehr Synchronizität, je nach ETCS zu hoher Workload
- Kaum Feedback zum Blog und Extra-Inhalte

WEITERENTWICKLUNGEN

Data and Organisations

A Collaborative Open Course For Master Programs



[Blog](#) [About the Course](#) [Course Materials](#) [Research project](#) [People](#) [Legal Notice](#) [Privacy Policy](#)

Course update, October 2021

Posted on 25. October 2021



Hi there!

This course is still alive and thriving. This semester, it will be taught at Leuphana University Lüneburg (Germany). Again, I (Hannah) will be teaching to an interdisciplinary group of students the course in the master-level complementary studies (Komplementär), in the module "Connecting science, responsibility, and society"!

For the upcoming semester, the course has received some additional material on three aspects of datafication from three outstanding contributors. Ursula Plesner contributes a lecture on datafication in the public sector, Maximilian Heimstädt lectures about



UP:IT – Utopia Platform for Imagining Transformations

[Home](#) [Blog](#) [Reading](#) [Teaching](#) [About Us](#)
[External Resources](#)



REFLEXIONS- UND GESTALTUNGSPUNKTE

- Flexibilität zum Schaffen kollaborativer Inhalte – kann starker genutzt werden
- Versionierung
- Internationalisierungsgrad
- Assignments
- Blog
- Synchronizität
- Tools
- ...

DANKE FÜR DIE AUFMERKSAMKEIT!

- Contact: elke.schuessler@jku.at

- Links zu den Plattformen:
 - <https://timesofcrisis.org>
 - <https://dataandorganisations.org>
 - <https://utopiaplatform.wordpress.com/>

- Interview zum Kurs:
 - <https://www.aspeninstitute.org/blog-posts/teaching-in-times-of-crisis/>



Institut für
Organisation