

MAN 609 Hybrid Organizing in Corporate and Nonprofit Management

Contents:

This seminar explores the intersection of corporate and nonprofit management through the lens of hybrid organizing. Hybrid organizations are increasingly prevalent in today's complex and interconnected world and are argued to exist in the for-profit as well as in the nonprofit and the public sector. They combine profit-driven and mission-oriented approaches (incl. social and environmental responsibilities).

In this seminar, students will explore the complexities of blending such logics, and will gain insights into the challenges and opportunities of hybrid organizing in diverse sectors. Through the examination of scientific papers, students will acquire a solid understanding of the fundamental features and principles of hybrid organizations. Participants will also gain insights into how hybrid organizing has evolved as a research field. In addition to the scientific perspective, the course will cover real-world examples of hybrid organizations and critically discuss their impact and potential challenges.

Learning outcomes:

Upon successful completion of this course, students are able to...

- *define and explain the concept of hybrid organizing in the context of corporate and nonprofit management.*
- *formulate strategic insights into the management of hybrid organizations, considering the unique challenges and opportunities they present.*
- *discuss and critically assess the ethical dimensions of hybrid organizing, considering the impact on various stakeholders.*
- *critically evaluate scientific papers on the topic of hybrid organizing and beyond, assess the field's research agenda, and identify research gaps in this field.*

Prerequisites:

Formal: –

Recommended: Completion of the introductory course MAN 679 "Eine wissenschaftliche Einführung in das Public & Nonprofit Management"

Obligatory registration: No	Further Information on registration: Website of the Chair of Prof. Helmig , Student Portal
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Courses	Hours per week	Self-study
Seminar	2 SWS	9 SWS

ECTS in total	4
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Form of assessment	Presentation: 50% Written exam (60 min.): 50%
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Preliminary course work	–
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Performing lecturer	Dr. Moritz Motyka
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Examiner	Dr. Moritz Motyka
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Duration of module	1 semester
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Offering	Spring semester
Language	English
Program-specific educational goals (Competency Goals)	CG 1, CG 2, CG 3, CG 4, CG 5
Grade	Graded
Range of application	M.Sc. MMM, M.Sc. WiPäd, M.Sc. VWL, M.Sc. Wirt. Inf., LL.M., MAKUWI
Literature	<p>Core readings include (but are not limited to):</p> <p>Battilana, J., & Lee, M. (2014). Advancing research on hybrid organizing—Insights from the study of social enterprises. <i>Academy of Management Annals</i>, 8(1), 397-441.</p> <p>Battilana, J., Besharov, M.L., & Mitzinneck, B. (2017). On hybrids and hybrid organizing: A review and roadmap for future research. <i>The SAGE handbook of organizational institutionalism</i>, 2, 128-162.</p> <p>Besharov, M. L., & Smith, W. K. (2014). Multiple institutional logics in organizations: Explaining their varied nature and implications. <i>Academy of management review</i>, 39(3), 364-381.</p> <p>Litrico, J. B., & Besharov, M. L. (2019). Unpacking variation in hybrid organizational forms: Changing models of social enterprise among nonprofits, 2000–2013. <i>Journal of Business Ethics</i>, 159(2), 343-360.</p> <p>McMullen, J. S., & Warnick, B. J. (2016). Should we require every new venture to be a hybrid organization?. <i>Journal of Management Studies</i>, 53(4), 630-662.</p> <p>Powell, M., Gillett, A., & Doherty, B. (2019). Sustainability in social enterprise: hybrid organizing in public services. <i>Public Management Review</i>, 21(2), 159-186.</p> <p>Smith, W. K., & Besharov, M. L. (2019). Bowing before dual gods: How structured flexibility sustains organizational hybridity. <i>Administrative Science Quarterly</i>, 64(1), 1-44.</p>

Course Outline

The seminar sessions cover the following topics:

- 1) Kick-off, foundations of hybrid organizing (incl. sector model)
- 2) Introduction to hybrid organizing in the context of institutional theory
- 3) Focus: Hybrid organizing in the nonprofit and public sector
- 4) Focus: Hybrid organizing in the for-profit sector
- 5) Focus: Hybrid organizing in social enterprises and beyond

Focus areas 3-5 include group presentations where each group is asked to analyze and present a given scientific paper.

Please note: This outline serves as a rough guide and may be adjusted slightly from semester to semester at the discretion of the instructor. Detailed, semester-specific information can be found in the syllabus, which is published before the start of the semester on the [Website of the Chair of Prof. Helmig](#).