MAN 605 – Mastering Complexity in Organizations - How to navigate through the complexity of our times

Examiner	Prof. Dr. Karin Hoisl
Lecturer	Dr. Sebastian Hetzler
ECTS	6
Hours/week	2 (blocked) + self-study
Content	Complexity is the main challenge of management in the 21st century. Only those organizations that know how to use complexity and rapid change intelligently to create and defend competitive advantages will thrive in the long run. This course equips students with the theories, concepts and tools to be successful in the age of fast change and multiple options. It is a comprehensive introduction into the world of systems, cybernetics, and artificial intelligence. Students will learn about the basic concepts of complex adaptive systems like variety, connectedness, emergence, and self-organization. They will understand how cybernetics, the science of communication and control, can help them to design adaptive and resilient organizational structures that scale. They will discover how the human brain copes with complexity and how computers and artificial intelligence can improve individual and group decision-making processes in complex environments. This course provides both theoretical foundations and practical applications, endowing students with the skills to effectively navigate and manage complexity in a variety of
Learning outcomes	**Learning outcomes:** By the end of this course, students will be able to: 1. Understand the theoretical foundations of complexity. 2. Analyze the impact of complexity on organizations. 3. Diagnose and design effective organizational structures. 4. Learn how to debias individual and group decision-making processes. 5. Assess the role of AI in mastering complexity. 6. Collaborate effectively in groups to solve real-world cases. 7. Develop critical thinking and problem-solving skills. 8. Communicate findings and recommendations effectively through group deliverables and a final report.
Dates	**Session 1:** Thursday 20.02.2025, 9:30am-17:00pm **Session 2:** Friday 21.02.2025, 9:30am-2:30pm **Session 3:** Friday 28.03.2025, 9:30am-2:30pm
Room	EO256
Prerequisites	**Recommended:** Master-level knowledge on organizations (e.g., MAN 691 Selected Topics in Organizational Behavior)

Registration	YES - The number of participants is restricted.
	Students must formally apply for this seminar by handing in an application including a motivation letter (1 page), CV (1-2 pages), Bachelor certificate and a current transcript of records.
	Applications (including Uni-ID) can be submitted to hoisl@uni-mannheim.de by e-mail.
	• **Application deadline:** 24 January 2025 • **Announcement of participants:** 31 January 2025
	Please note that applications are binding, and attendance is compulsory!
Form of assessment	Oral presentation (50%), commented slides (30%), participation in class (20%)
Range of application	M.Sc. MMM, M.Sc. WiPäd, M.Sc. VWL, M.Sc. Wirt. Inf., LLM.
Semester	FSS
Language	English