

**SYLLABUS****Research Seminar (Master level)****„Management and Organization under Conditions of War“**

Winter semester 2024/25

Lecturers:

Prof. Taras Danko PhD

(National Technical University "Kharkiv Polytechnic Institute")

Prof. Dr. Thomas Steger

(University of Regensburg)

**Concept**

War always has a profound effect on various fields of study, and management studies is no exception (Aronovici, 1919; Fenelon, 1940; Hutton, 1918; Powell, 1954). The ongoing Russian invasion of Ukraine has not only heightened the global focus on the region but has also intensified the scrutiny of war's impact on management practice and theory. This unique and turbulent context provides a rich backdrop for exploring the diverse and dynamic ways in which war reshapes management and organizational behaviour across different sectors (Havrylyshyn et al., 2024; Maśloch, 2023; Opatska et al., 2024).

As we witness the unfolding events in Ukraine, it becomes increasingly clear how integral management studies are for understanding and navigating the complexities introduced by war. From strategic decision-making under duress to the transformation of organizational structures and cultures in response to crisis, the challenges are as varied as they are critical (Levy, 1986). This seminar addresses these pressing issues by seeking insights into the resilience, adaptability, and innovation that emerge in times of war and conflict.

The seminar provides us with the opportunity to explore how war affects different branches of management, including but not limited to international management (Dai et al., 2017; Meyer et al., 2023; Reade & Lee, 2012), supply chain management (Bednarski et al., 2023; Cui et al., 2023; Krykavskyy et al., 2023), crisis management (Opatska et al., 2024), organizational resilience, leadership under stress, organizational change, and the role of identity and memory in organizational behaviour (Barnes & Newton, 2018). Our geographical focus is on the transition countries of Central and Eastern Europe as well as Caucasian countries, covering not only the current war in Ukraine, but also other armed conflicts in the region, both current (e.g. the conflict between Armenia and Azerbaijan) and in the past (e.g. the wars in ex-Yugoslavia).

The objective of this seminar is to enable participants to critically assess the profound impacts of war on management and organizational practices, with a specific focus on Central and Eastern Europe. By the end of this seminar, students will be able to identify and evaluate how strategic decision-making, organizational structure, and organizational behavior are influenced under wartime conditions, using evidence-based research from the region.

The number of participants is capped at 15.

### The structure of the course

Time/Place	Activity
July 22 – October 11, 2024 <b>First come – first served</b> December 13, 2024	<b>Enrollment</b>  Deadline to withdraw/de-register from the seminar
UR Students of Business Administration	<b>Via FLEXNOW</b>
Erasmus/exchange students (business administration)	by email to: <a href="mailto:sekretariat.fo@ur.de">sekretariat.fo@ur.de</a> using the <a href="#">accreditation form</a>
October, 22, 2024 4-6 pm, VG 0.04	Introduction – Formalities, Organization
November, 5, 2024 4-6 pm, VG 0.04	Meeting 1: Topic to be announced
November 12, 2024 4-6 pm, VG 0.04	Meeting 2: <i>Management and Organization in Times of War – the Armenian perspective</i> (Aram Simonyan, National Academy of Sciences of Armenia)
November 19, 2024 4-6 pm, VG 0.04	Meeting 3: <i>"Ukrainian Oligarch's Rise and Demise (from the perspective of cultural studies)"</i> (Oleksandr Zabirko)
November 26, 2024 4-6 pm, VG 0.04	Meeting 4: Topic to be announced
November, 29, 2024	Deadline to submit a topic for the seminar paper (short exposé) to both lecturers
January, 17, 2025 8am -12 pm, to be announced	Team presentations
On appointment	Reception hours with Prof. Dr. Taras Danko (via Zoom)
February 28, 2025, 12 am	Deadline to hand in a written seminar paper (by email to <a href="mailto:thomas.steger@wiwi.uni-regensburg.de">thomas.steger@wiwi.uni-regensburg.de</a> )

## Assessment

The assessment for the seminar will take the form of a group project. You will be assigned to a small team of 2-3 students and together you will have to deliver various insights on a specific topic to demonstrate your understanding of the topic in conceptual and theoretical terms. The assessment comprises two components:

1. Each group will give a **formal presentation** on its topic to the whole class. The presentation should last no longer than 20 minutes and will be followed by about 20 minutes of questions and discussion. This part makes up 25% of the final seminar mark.
2. Each group has to submit a **team paper**. The paper should have a maximum of 8,000 words (not including references or appendices) and will be written as a collective piece of work. This part makes up 75% of the final seminar mark.

A success pass in the seminar is worth 6 Credits.

## Questions?

All further questions and requests can be addressed by email to [thomas.steger@ur.de](mailto:thomas.steger@ur.de).

## References

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