

The Energy & Strategy Think Tank (ESTT) at WU's Institute for Strategic Management (ISM) (<https://www.wu.ac.at/en/ism/energy-strategy-think-tank/>) invites applications for a master thesis.

Working Title: *Organization Design of Agile Utilities*

Scope, Aims, Methods, and Initial Literature: Agility has been proposed as key feature of adaptive and thriving incumbents (Clauss, Abebe, Tangpong, & Hock, 2021; Doz & Kosonen, 2010; Reed, 2021; Teece, Peteraf, & Leih, 2016; Weber & Tarba, 2014). This thesis takes an organization design perspective (Dalton, Todor, Spendolini, Gordon, & Porter, 1980; Kretschmer & Khashabi, 2020; Reischauer, Güttel, & Schüßler, 2021) to examine regional energy providers in DACH and NL. Specifically, this thesis aims to

- identify archetypical designs alongside key design dimensions that characterize agile energy providers
- identify key contingences at the incumbent and market level to specify under which conditions which design are most effective

Insights from 1) a systematic review of the scientific literature (Denyer & Tranfield, 2009), 2) selected grey literature (Adams, Smart, & Huff, 2017), as well as 3) international expert interviews (Cassell, 2009) should be combined.

Thesis Language: English or German (only if you are enrolled in a program with German as main language)

Corporate Partner: None

Expectations and Support: Constant feedback and regular meetings with faculty will facilitate a high-quality thesis with impact on management practice that is completed in a timely fashion. You will be provided with a guideline that details the supervision and writing process, expected deliverables beyond the final thesis, and grading as well as a package to kick off your thesis.

Targeted Students: Excellent and ambitious students of all MSc and MBA programs at WU Vienna University of Economics and Business are eligible and encouraged to apply. In principle, it is possible to write the thesis together with another student.

Interested? Send CV and grade certificates of all your studies to georg.reischauer@wu.ac.at

Initial References:

- Adams, R. J., Smart, P., & Huff, A. S. 2017. Shades of Grey: Guidelines for Working with the Grey Literature in Systematic Reviews for Management and Organizational Studies. *International Journal of Management Reviews*, 19(4): 432-454.
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- Doz, Y. L., & Kosonen, M. 2010. Embedding Strategic Agility: A Leadership Agenda for Accelerating Business Model Renewal. *Long Range Planning*, 43(2-3): 370-382.
- Kretschmer, T., & Khashabi, P. 2020. Digital Transformation and Organization Design: An Integrated Approach. *California Management Review*: 0008125620940296.
- Reed, J. H. 2021. Strategic agility and the effects of firm age and environmental turbulence. *Journal of Strategy and Management*, 14(2): 129-149.
- Reischauer, G., Güttel, W., & Schübler, E. 2021. Aligning the Design of Intermediary Organisations with the Ecosystem. *Industry and Innovation*, 28(5): 594-619.
- Teece, D., Peteraf, M., & Leih, S. 2016. Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. *California Management Review*, 58(4): 13-35.
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