



Course and Examination Fact Sheet: Spring Semester 2025

8,386: Dynamics of Government and Non-Government Organizations

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Written examination, Analog, Individual work individual grade (100%, 90 mins.)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[8,386,1.00 Dynamics of Government and Non-Government Organizations](#) -- English -- [Schedler Kuno](#)

Course information

Course prerequisites

No prerequisites for this course.

Learning objectives

By the end of this course, students will be able to:

- Gain insights into the dynamic landscape of managing government and non-government organizations, identifying challenges, and formulating effective solutions.
- Comprehend the institutional pressures exerted on these organizations and analyze organizational responses to environmental influences.
- Master the key concepts of neo-institutional organizational theory and employ appropriate theoretical lenses to understand the functioning of governments, state-owned enterprises (SOEs), non-governmental organizations (NGOs), and non-profit organizations (NPOs).
- Acquire knowledge founded in scientific principles that can be directly applied in practice, providing a solid foundation for future career endeavors.

Course content

This course is designed to provide a comprehensive understanding of how government and non-government organizations strategically position themselves within their environments. It delves into their adaptive strategies in response to external requirements and expectations, as well as their proactive efforts to shape their surroundings. Managing and leading such organizations is often more intricate compared to their private counterparts.

The course leverages neo-institutional organizational theory as its conceptual foundation. This theory elucidates how institutional conditions within a specific environment influence organizations and, reciprocally, how organizations respond to these institutions.

Concrete case studies are employed to dissect and analyze the challenges faced by government and non-government organizations. Through these studies, students gain profound insights rooted in scientific principles, directly applicable to real-world scenarios.

More precisely, the course is organized into three blocks of contents.

Block 1: Government and Non-Profit Organizations and their environments



- Explores terminology and concepts utilizing neo-institutional organizational theory.
- Examines the increasing similarity and prevalence of government and non-government organizations.
- Investigates perspectives of key players in their environments.

Block 2: Internal Functioning of Government and Non-Profit Organizations

- Analyses internal operations of both government and non-government entities.
- Highlights decision-making logics and addresses conflicts between non-profit missions and profitability.
- Provides practical insights for leadership and management.

Block 3: Change and Development of Government and Non-Profit Organizations

- Explores dynamics of change and development.
- Examines learning processes, failure factors in change projects, and the transfer of ideas across organizations.
- Considers the influence of local conditions on development paths.

Course structure and indications of the learning and teaching design

The course is designed around the **case method**, which places students at the center of real-world decision-making scenarios. Each week, students are required to prepare thoroughly by **reading and analyzing the assigned case in advance**. Class sessions will focus on an in-depth discussion of the case, where **active participation** is not only encouraged but expected.

This **interactive format** relies on the exchange of diverse perspectives, fostering critical thinking and collaborative problem-solving skills. By engaging with the material and contributing to discussions, students will develop a nuanced understanding of management concepts and their practical application.

Course literature

A digital reader with required readings and cases for discussion will be made available on StudyNet.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/1)

Examination modalities

Examination type	Written examination
Responsible for organisation	decentral
Examination form	Written exam
Examination mode	Analog
Time of examination	Term time
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	100%
Duration	90 mins.

Examination languages

Question language: English
Answer language: English



Remark

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Examination-aid rule

Closed Book

The use of aids is prohibited as a matter of principle, with the exception of pocket calculator models of the Texas Instruments TI-30 series and, in case of non-language exams, bilingual dictionaries without any handwritten notes. Any other aids that are admissible must be explicitly listed by faculty members in the paragraph entitled "Supplementary aids" of the course and examination fact sheet; this list is exhaustive.

Procuring any aids, as well as ensuring their working order, is the exclusive responsibility of students.

Supplementary aids

No examination aids.

Examination content

At the end of the course, students undertake a written exam consisting of open-ended questions on the main contents of the course. The exam is scheduled for the last session of the course.

Examination relevant literature

Assessment is based on lecture slides and required readings (available on StudyNet before the last lecture at the latest). Suggested readings, while not subject to examination, are provided for students interested in further exploration of the literature.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 13 (Monday, 25 March 2025) are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 23 January 2025);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 17 March 2025);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 14 (Monday, 31 March 2025);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 15 (Monday, 07 April 2025).

