

Bachelor Thesis / Master Thesis

Coordination and Collaboration in Ambidextrous IT Organizations

Digital transformation affects organizations on a structural, procedural, technological, and cultural level. Emerging technologies change the interaction between companies and customers, creating a need for new digital products and services. Therefore, companies must transform their internal IT organizations to meet the new requirements of digital transformation. Traditional IT setups, focusing on efficiency and reliability, alone are no longer suitable to tackle the rising demands. Thus, IT organizations can draw on the concept of IT ambidexterity to combine exploitative and explorative activities by introducing agile IT setups, focusing on innovation and speed. However, the successful implementation of ambidextrous IT organizations poses new challenges to the coordination and collaboration of such IT setups.

Building on prior work of the Professorship *Information Systems and Strategic IT Management*, the main objective of this thesis is to describe relevant principles and procedures for the successful coordination and collaboration of ambidextrous IT organizations. First, the existing knowledge in the relevant research streams (e.g., IT organization, organizational and IT ambidexterity, organizational and IT agility, dynamic capabilities) should be gathered and examined with an extensive literature search. Second, propositions for the successful coordination and collaboration of ambidextrous IT organizations should be deduced from the literature search and collated with prior work of the Professorship. Finally, a series of interviews should be conducted to validate the propositions in a single case study research design.

The required company contact can be provided by the Professorship, but a self-initiated company contact is also welcome. The thesis should be written in English. Interested students may profit from a close interaction with the supervisors and a research-oriented approach.

Recommended Literature:

- Birkinshaw, J., and Gupta, K. (2013) Clarifying the Distinctive Contribution of Ambidexterity to the Field of Organization Studies. *The Academy of Management Perspectives* (27:4), pp. 287-298.
- Chan, Y. E., and Reich, B. H. (2007) IT Alignment: What Have We Learned?. *Journal of Information Technology* (22:4), pp. 297-315.
- O'Reilly, C. A., and Tushman, M. L. (2013) Organizational Ambidexterity: Past, Present, and Future. *Academy of Management Perspectives* (27:4), pp. 324-338.
- Mayring, P. (2000) Qualitative Content Analysis. *Forum: Qualitative Social Research* (1:2), Art. 20.
- Turner, N., Swart, J., and Maylor, H. (2013) Mechanisms for Managing Ambidexterity: A Review and Research Agenda. *International Journal of Management Reviews* (15:3), pp. 317-332.
- Yin, R. K. (2009) *Case Study Research: Design and Methods*. Thousand Oaks, SAGE Publications.

Contact: [Jan Jöhnk, M.Sc.](#), [Severin Oesterle, M.Sc.](#)