ORG 9353 Organization and Change

Program
Exchange Program

Responsible for the course
Carl Borge-Andersen

Department
Leadership and Organizational Management

Term
Fall, Spring

ECTS Credits
6

The course duration is one term and is offered both in the fall and spring. We reserve the right to make changes in the course and in the course literature.

Objective

Society and economic life are characterized by rapid and comprehensive change. An important factor in this context is the development in information technology (IT). The combination of IT and organizational theory - called change management - is the theoretical basis of this course. This course provides the students with a relevant theoretical and practical background for understanding and influencing organizational processes of change. Organizational theory, work psychology and Bolsman & Deal's four different managerial ways (frames) to view an organization, are central elements of this course.

The students are introduced to a number of diagnosis techniques along with the change process itself based on the Action Research Model and a number of different, formal intervention techniques. Based on the theory mentioned above and a number of practical cases, the students are expected to develop a critical and independent view of the theory and practice related to organizational change and the way in which such change is brought about.

Prerequisites
Students should have completed a basic course in Business Management

Compulsory literature

Bolman, Lee G. and Terrence E. Deal. 1997. *Reframing Organizations* . 2nd ed. San Francisco, Calif.: Jossey-Bass.
French, W.L and C.H. Bell. 1999. *Organization development* . 6th ed. Upper Saddle River, N.J.: Prentice-Hall, chap. 6 only.

Recommended literature

Arnold, John, Cary L. Cooper, Ivan T. Robertson. 1998. *Work psychology* . 3rd ed. London: Pitman.
Beer, Michael, Nitin Nohria, eds. 2000. *Breaking the code of change* . Boston, Mass. Harvard Business School Press.
Cummings, Thomas G., Christopher G. Worley. 2001. *Organization development and change* . 7th ed. Cincinnati, Oh.: South-Western College Publishing.

Course outline

1.   Organizational change and organizational learning - an introduction
2.   Organization theory - a historical summary
3.   Work psychology - an introduction
4.   Recruiting - procedures and introduction to trait theory.
5.   The four frames of managerial thinking (structural, human resources, political and symbolic
6.   Foundations of organizational development (OD) - introducing "action research"

7.   Managing the OD process - diagnoses, actions and evaluations
8.   Change management - a management concept covering both OD and IT
9.   Summary, recapitulation, preparation for the exam

Computer-based tools

Course structure
The course consists of a total of 42 hours of lectures. The lectures will not cover the complete syllabus. The purpose of the actual teaching is to define the main lines and to undertake an in-depth discussion of certain topics and examples. The students themselves are responsible for covering the complete syllabus. Group work related to exercises and active participation in class is recommended.

Evaluation
Term paper to be completed in 14 days by individuals or by student groups of no more than three students.

Evaluation code(s)
ORG 93531 term paper which accounts for 100% of the grade in ORG 9353 Organization and Change

Aids at the examination
Relevant literature is allowed.

Makeup exam
A re-sit is normally held at the end of the next course.