ORG 9353 Organization and Change

Program
Bachelor in Business Administration - (2. year), Exchange Program

Responsible for the course
Carl Borge-Andersen

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
6

Language of instruction
English

Objective
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 theoretical elements in this course.

The students are introduced to a number of diagnosis techniques along with the change process itself based on an 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 changes are brought about.

Prerequisites
It is recommended that the students should have completed a basic course in Organizational Psycology and Management.

Compulsory literature
Books:
Bolman, Lee G. og Terrence E. Deal. 2003. Reframing organizations: artistry, choice, and leadership. 3rd ed. San Francisco, Calif.: Jossey-Bass. 483 pages

Articles:
Borge-Andersen, Carl. 2008. Organizational Theory and ODC – an article. Oslo: Norwegian School of Management. 36 pages

Recommended literature
Books:
Arnold, John; with Joanne Silvester ... [et al.].. 2005. Work psychology : understanding human behaviour in the workplace. 4th ed. Harlow : FT Prentice Hall
Beer, Michael and Nitin Hohria, eds. 2000. Breaking the code of change. Boston, Mass. Harvard Business School
Cummings, Thomas G. and Christopher G. Worley. 2005. Organization development and change. 8th ed. Mason, Ohio : Thomson/South-Western
Harvey, Don and Donald R. Brown. 2006. An experiential approach to organizational development. 7th ed. Upper Saddle River, N.J.: Pearson Prentice Hall. chap.1, 25 pages

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
None.

Course structure
The course consists of a total of 36 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 one week by individuals or by student groups of no more than three students. In addition each student has to pass an individual multiple choice evaluation of one hour duration. Both evaluations take place at the end of the course. The multiple choise evaluation is marked passed or failed.

Evaluation code(s)
ORG 93532 One hour multiple choice exam. Graded passed/failed.
ORG 93533 term paper which accounts for 100% of the grade in ORG 9353 Organization and Change, 6 ECTS credits.

Aids at the examination
ORG 93532 All aids are allowed
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Exam aids at written examiniations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.
http://www.bi.edu/studenthandbook/examaids

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