



APPLIES TO ACADEMIC YEAR 2009/2010

## ORG 9353 Organization and Change

### Programme

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

### Responsible for the course

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

### 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 Bolman & 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 Psychology and Management.

### Compulsory reading

#### Books:

Bolman, Lee G. and Terrence E. Deal. 2008. Reframing organizations : artistry, choice, and leadership. 4th 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 reading

#### Books:

Beer, Michael and Nitin Hohria, eds. 2000. Breaking the code of change. Boston, Mass. Harvard Business School

Cummings, Thomas G. and Christopher G. Worley. 2009. Organization development & change. 9th ed. Mason, Ohio : South-Western

### Course outline

- Organization Theory - a historical summary
- Making sense of organizations
- An introduction to the Four Frames of managerial thinking (structural, human, political and symbolic) and the reframing process
- Organizational mapping, structuring, reengineering
- Organizing Groups and Teams
- People in Organizations- how to hire, invest and empower employees
- How to build and implement an human resource strategy

- Recruiting procedures including Personal Trait and Role Theory
- Organization Development and Change (ODC), a new concept of organizational change processes
- Managing ODC processes - diagnoses, interventions and evaluations based on Action Research
- Case Studies based on organizational problems in real organizations
- 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.

#### **Examination**

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 choice evaluation is marked passed or failed.

#### **Exam 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

#### **Examination support materials**

ORG 93532 No aids are allowed

ORG 93533 All aids are allowed

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.  
<http://www.bi.edu/studenthandbook/examaids>

#### **Re-sit examination**

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

Due to changes in our Bachelor Programmes from autumn 2009, there also will be changes in every single course. This course will be lectured for the last time autumn 2009. Re-sit exam will be offered every term from autumn 2010 even spring 2012.

#### **Additional information**