



APPLIES TO ACADEMIC YEAR 2010/2011

## BIK 2917 Organizational Development and Change

### Programme

Single courses

### Responsible for the course

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

*Organizational learning and the leader or consultant as change agent*

Teams, departments and organizations are continually facing new challenges. Leaders as well as experts are expected to act as change agents and facilitators. The key challenge is to develop teams and organizations which are flexible enough to adapt to challenges by incremental learning processes. This course focus especially on the different stages of the learning process, "step by step". Distinct success criteria and pit-falls in change processes are highlighted.

### Learning outcome

#### Knowledge

By the end of the course, students should have gained:

1. Knowledge into the different stages of the change process
2. Thorough insight into success criteria and pit-falls of change processes
3. Awareness of their resources and talents and started to develop these strengths and talents
4. Knowledge of the change agent's role

#### Skills

1. Apply a systematic methodology in order to achieve change in a team, a department or an organization
2. Identify obstacles to change and knowledge of strategies to overcome such obstacles
3. Apply specific tools and techniques in the work of change
4. Act as resource partner for change in discussions and concrete projects
5. Act as facilitator to develop a team, department or organization
6. Build networks and alliances where members continually support and challenge each other

#### Attitudes

1. Altruistic values. Helping employees and customers to succeed
2. Awareness of the importance of working on both the personal and the professional role, and reflection on personal values, cognition and behaviour
3. Show a constructive, critical attitude towards change theories and "change tools". Consciousness of both positive and negative consequences/implications of these theories and tools.
4. Consciousness of ethical considerations and aspects related to organization development and organizational change.

### Prerequisites

Students are expected to have a basic knowledge of organization and leadership.

### Compulsory reading

#### Books:

Brown, Donald R. and Don Harvey. 2010. An experiential approach to organization development. 8th ed. Upper Saddle River, N.J. : Pearson Prentice Hall. 490 sider. Ny utgave ventet april 2010

### Recommended reading

#### Books:

Klev, Roger og Morten Levin. 2009. Forandring som praksis : læring og utvikling i

organisasjoner. 2. utg. Bergen : Fagbokforlaget

### **Course outline**

#### **Building a platform for change**

- Challenges and possibilities facing teams, departments and organizations today
- Paradoxes and dilemmas in change processes
- Innovation and revitalization of organizations. Identifying and influencing organizational culture
- Realization and living the new organizational culture

#### **The change process**

- Stages in a change process. The importance of flexibility
- Making a diagnosis: Identifying and analysing the organization or department
- Goal: Specifying the ideal/wanted situation
- Planning and implementation: Grounding the change process. Information, communication, involvement and commitment

#### **Tools and strategies**

- Tools, techniques and methods for implementing the change process. Evaluation, learning and rewards
- Obstacles to change. Strategies for overcoming obstacles
- Success criteria and pit-falls in change processes. Prerequisites and strategies for succeeding
- Tool-kit for change work

#### **Future**

- The role of consultants and change agents. An alternative consulting style
- Continual development and change in organizations. Learning as "step-by-step processes"
- Future trends: Organization development and change in the years to come

#### **Computer-based tools**

No computer-based tools are applied

#### **Learning process and workload**

Course duration is 42 hours of teaching throughout one semester.

### **Examination**

#### **Term paper**

On the first day of the course a term paper is handed out. The term paper normally includes planning, implementation and/or evaluation of an actual change project in a team, department or organization. However it is up to each student to elaborate on the final formulation of the main question of his or her project. Students are encouraged to pick the main question from their own job context. Students will work on their project throughout the course. The professor/tutor will primarily highlight the field of organization development and change processes, but will also discuss specific projects with students.

The term paper can be completed individually or by a team of max. three students. The term paper should be limited to max. 20 pages.

#### **Examination code(s)**

BIK 29171 - Term paper; counts 100% in order to pass and obtain a grade in BIK 2917; 7,5 credits.

#### **Examination support materials**

All aids are permitted

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

Students may sit for a make up exam at the next regular course exam

### **Additional information**