



APPLIES TO ACADEMIC YEAR 2010/2011

ELE 3716 Organization and Change

Programme

Exchange Program

Responsible for the course

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

7,5

Language of instruction

English

Introduction

This course provides the students with a relevant theoretical and practical background for understanding and influencing organizational processes including Management, Leadership, Organizational Development and Change(ODC) and Social Responsibility explicitly presented through the Business Conduct Guidelines of an organization.

Learning outcome

Acquired knowledge

- Organizational theory deals with how to design organizations
- Management and leadership includes personal traits and role theory and also Bolman & Deal's four different managerial ways (frames) to view an organization.
- Organizational Development and Change (ODC) theory.

Acquired skills

The students are introduced to a number of operational diagnoses and intervention techniques. Based on case examples, they will acquire skills related to the diagnosis and the intervention process.

Reflection

The students are expected to develop a critical, independent and ethical view of the theories and practices related to organizational behaviour and organizational change.

Prerequisites

No prerequisites are required.

Compulsory reading

Books:

Bolman, Lee G. and Terrence E. Deal. 2008. Reframing organizations : artistry, choice, and leadership. 4th ed. San Francisco, Calif. : Jossey-Bass. 443 pages

Articles:

Borge-Andersen, Carl. 2008. Organizational Theory and ODC – an article. Oslo: Handelshøyskolen BI. 36 pages

Other:

Carl Borge-Andersen, Therese F. Borge-Andersen. 1999. Intervention Handbook. Compendium. 2.nd edition. The intervention Handbook is a compendium published each semester at Blackboard in the virtual classroom of the course Organization and Change. 59 pages. Therese F. Borge-andersen is the editor of this Handbook. It is based on a structured concept of intervention descriptions developed by Carl Borge-Andersen and filled in by studentgroups from the Organization and Change classes 1998 and 2000 based on their literature studies of the different interventions listed in Part 3, OD Interventions of the book French and Bell, Organizational Development , Prentice Hall International edition 1990.

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 a 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
- Social Responsibility and Business Conduct Guidelines
- Case Studies based on organizational problems in real organizations
- Summary, recapitulation, preparation for the exam

Computer-based tools

None.

Learning process and workload

The course consists of a total of 42 hours of lectures and case discussions. 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.

In order to pass the control exam (see Examination below), the students should work continuously on the Multiple Choice questions that are developed for each chapter of the text book and for the Article part I, II and III.

Recommended workload in hours

Activity	Hours
Participation at lectures	42
Readings and self study	85
Term paper (72 hours) and control exam (1 hour)	73
Total recommended use of time	200

Use of hours

42 hours - Lectures
 3 hours - Administration of learning activities
 45 hour total

Examination

The final grade will be based on following elements:

- 1) A one-hour multiple choice control exam
 At the multiple choice exam 30 questions will be given. Each correct question is awarded 3 points and each wrong question -1 point. The student has to obtain 45 points or more (50% correct answers) to pass the exam.
- 2) A 72-hour home exam

The home exam can be solved by individuals or by student groups of no more than three students.

Both evaluations take place at the end of the course. The term paper is marked in accordance with the grading scale A to F. The control exam is marked passed or failed.

Examination code(s)

ELE 37161 - Control exam (Individual one hour MC exam). Graded passed/failed
 ELE 37162 - 72-hours home exam (Group exam) which accounts for 100% of the grade in ELE 3716 Organization and Change, 7.5 credits

Examination support materials

ELE 37161 No support materials are allowed

ELE 37162 All support materials are allowed

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

Re-sit examination

A re-sit examination is offered the next time the course is scheduled.

Additional information