



APPLIES TO ACADEMIC YEAR 2011/2012

ORG 9353 Organization and Change - RE-SIT EXAM

Programme

Re-sit examination

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

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.

Examination 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

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

Additional information