



LUND
UNIVERSITY

School of Economics and Management

BUSN41, Organizational Development, 7.5 credits

Organizational Development, 7,5 högskolepoäng

Second Cycle / Avancerad nivå

Details of approval

The syllabus was approved by Academic Director of Studies at Department of Business Administration on 2016-03-24 to be valid from 2016-03-24, autumn semester 2016.

General Information

BUSN41 is a course in Business Administration at the advanced level.

Language of instruction: English

The course is offered in English, students must therefore be able to communicate in English both orally and in writing.

Main field of studies

Business Administration

Depth of study relative to the degree requirements

A1N, Second cycle, has only first-cycle course/s as entry requirements

Learning outcomes

A passing grade on the course will be awarded to students who:

Knowledge and understanding

- Acquire a thorough understanding of a variety of theoretical approaches to change in organisations including knowledge of intervention techniques that facilitate participation and development.

Competence and skills

- Communicate in English on issues, debates and problems in the field both orally and in writing.

Judgement and approach

- Develop a thorough grounding in various tools of organisational diagnosis and intervention in order to select and evaluate different theories in relation to specific practical problems.

Course content

The course is aimed at providing students with advanced theoretical and practical knowledge on understanding and explaining how and why organisations change. It deals in particular with techniques for intervention in organisations for managers and consultants alike. Practical knowledge is supplemented by reflections on development and change from various research perspectives.

In many ways most if not all contemporary organisations face the challenge of managing change. Yet managers wishing to pursue change strategies have a number of choices. Should change be rapid and transformational or more modest in scope and time-scale? Are change processes best planned from the top or is a more emergent and participative approach to be preferred? How should interventions be made by the change agent in a specific context? What is the role of learning and knowledge in change processes? How do we understand the politics of change in organisations?

The course will emphasise processual theories of organisations that are applicable in a wide variety of empirical settings as well as some of the various research methods that are specifically designed to support and evaluate such theories. Specific themes to be taken up will include theories of change, the role of dialogue in development processes as well as various intervention techniques. .

The course will cover both descriptive approaches to understanding change and development as well as more normative methods for informing the change agent. A wide range of empirical investigations will be undertaken including cases from entrepreneurial firms, global business and public sector organisations such as hospitals.

Course design

Instruction takes place primarily through lectures, seminars, workshops and case exercises in working teams.

Assessment

Grading takes place continually on the basis of case exercises, work assignments and seminar discussions. The literature is partly examined and graded collectively in seminars, where students report on their reading of the literature, and partly in a final test which is graded individually. Obligatory attendance and active participation are required on all parts of the course. After each examination there will be opportunities for students to take subsequent examination resits or undertake supplementary examination tasks as appropriate

Subcourses that are part of this course can be found in an appendix at the end of this document.

Grades

Marking scale: Fail, E, D, C, B, A.

Grade (Definition) Points or % out of maximum points. Characteristic.

A (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

B (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

C (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

D (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

E (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

F (U) (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale: Pass (D) / Fail U(F).

Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.

Entry requirements

Students admitted to a Master Programme where this course is either a compulsory or elective part, are qualified for the course. For other students, at least 60 UCP or ECTS-cr in Business Administration is required. These must include a course in basic Business Administration (e.g. FEKA90 Business Administration: Introductory course in Business Administration).

Specific admission requirements: While not mandatory, it is recommended that the students have a bachelor major in Organization or Strategy.

Further information

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

Subcourses in BUSN41, Organizational Development

Applies from H11

1101 Organizational Development, 7,5 hp
Grading scale: Fail, E, D, C, B, A