



Course and Examination Fact Sheet: Spring Semester 2019

8,224: Organizational Behavior and Change

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Presentation (in groups - all given the same grades) (50%)

Decentral - Written examination (50%, 60 mins.)

Attached courses

Timetable -- Language -- Lecturer

[8,224,1.00 Organizational Behavior and Change](#) -- Englisch -- [Steyaert Chris](#)

Course information

Course prerequisites

Notice this course has a subtitle: "An Exploration in movies".

There are no formal prerequisites for this course.

The course is primarily reserved for SIM-Students. Potential remaining places are for international exchange students.

Course content

Managers working in a globalized world - constantly changing because of technological developments, environmental challenges, political turmoil, increasing mobility and diversity, and new ethical positions - require a thorough understanding of "organizations" and how to change them in alignment with their external image and ethical reputation. As a consequence, this course examines contemporary concepts and theories of organizational behavior and social interaction in relationship to societal developments. We understand organization as a profoundly human and relational endeavor where unconscious needs and power games play an as prominent role as the usual focus on coordination, collaboration and communication. This course therefore aims at students becoming familiar with in-depth and critical understandings of classic and contemporary organizational themes such as control and adaptation, culture and sensemaking, emotion and introspection, learning and creativity, power and gender.

The subtitle of the course - an exploration in movies - refers to our pedagogical strategy that emphasizes the role of visual media in contemporary society and the rich possibilities movies offer to see, sense and feel everyday social and organizational reality. Instead of the usual "paper-case-study", we use movie-fragments and video clips to illustrate and interpret organizational episodes, and to generate change possibilities. With movies - ranging from Frankenstein (Kenneth Branagh) to Steve Jobs (Danny Boyle), we can zoom from the outside inwards and observe organizational life with a societal lens.

In short, the course contents is made concrete in the following learning goals:

- To become familiar with the main concepts, models and theories of Organizational Behavior and Change, organized around a portfolio of themes that are "prominent" in contemporary organizational life and reflect societal changes.
- To develop a reflexive and critical understanding of organization and change phenomena, which helps future practitioners in a grounded, reflected and playful way to interpret, question and engage in processes of creating, participating in and changing organizational life.

Course structure

The course is structured along the organizational themes we use to understand organization and its change: learning, power,



design, culture, creativity, post-bureaucracy and gender.

Session 1: Introduction

Session 2: Learning and atmospheres

Session 3: Bureaucracy and control

Session 4: Human relations and participation

Session 5: Organizational culture and values

Session 6: Creativity and teamwork

Session 7: New organizational forms and change

Session 8: Leadership, power and gender

Session 9: Organization and its contexts

Session 10: Exam-session

Course literature

The course literature consists of a "very short, fairly interesting and reasonably cheap book about *Studying Organizations*" (Grey, 2017; Sage Publishing) and a set of journal articles related to the various movies and examples we will discuss.

Grey, Chris (2017) *A Very Short, Fairly Interesting and Reasonably Cheap Book About Studying Organizations*. London: Sage Publishing.

The handbook readings are complemented with journal articles, cases, and assessment exercises.

For essay writing, students might draw on the handbook as well as the additional journal articles via studynet.

Session 1: Introduction of "*Studying Organizations*".

Session 2: Steyaert, C. and Michels C. (2018) *Atmospheres of learning*. Non-published manuscript.

Session 3: Chapter 1: Bureaucracy and Scientific Management

Session 4: Chapter 2: Human Relations Theory and People Management

Session 5: Chapter 3 Organizational Culture and Self-Management

Session 6: Steyaert, C. 2014. Going all the way: The creativity of entrepreneuring in the Full Monty. In: C. Bilton and S. Cummings (Eds.) *Handbook of Management and Creativity*, pp. 160-181. Cheltenham: Edward Elgar.

Session 7: Chapter 4: Post-Bureaucracy and Change Management

Session 8: Bell, E. and Sinclair A. (2016) Re-envisaging leadership through the feminine imaginary in film and television. In: C. Steyaert, T. Beyes and M. Parker (eds) *The Routledge Companion to Reinventing Management Education* (pp. 273-286). New York: Routledge.

Session 9: Chapter 5: The New Capitalism and the End of Management?

Additional course information

With regard to the learning approach, the course offers a workshop style setting that engages with different pedagogical formats and learning styles to relate with the various conceptual approaches to organizational behavior and change. The class will therefore be considered as a process of collective learning and is hence experimenting with its own "organization", using different models of learning. The learning approach consists of short introductory lectures as well as participatory and experiential exercises, including role plays, movie-illustrations and interpretations, case learning tasks, assessment questionnaires, and group presentations.

Pedagogical values emphasize that when you want to work with/lead others it is important to have explored these human and social themes for 'your-self'. The course will lay great emphasis on the fact that students relate frameworks, concepts, models and tools to their personal or professional experiences and the development of their professional selves.



Please note that this course will not be open for bidding in the waiting list rounds. Students can bid for the course in the preliminary and main rounds of the bidding only.

Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (50%)

Remark

including written summary

Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/2)

Examination time and form

Decentral - Written examination (50%, 60 mins.)

Remark

Exam in last session, after some movie fragments

Examination-aid rule

Open Book

Students are free to choose aids but will have to comply with the following restrictions:

- At such examinations, all the pocket calculators of the Texas Instruments **TI-30 series** are admissible. Any other pocket calculator models are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as electronic dictionaries, notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content



The course requirements consist of a decentralized written exam (50%) in the last session of the course and group work (presentation (including written summary) on movie analysis related to one of the organizational themes (session 4 till 9) during the semester (50 %)). The average of both exam parts will be upgraded (or not) to the next possible level based on class participation.

In small groups (of 3-4 students), students develop a mini-case (based on empirical work, published case material or a movie) to document their analysis of a critical incident or change process in relationship to a specific organizational theme (culture, power, etc.).

The individual exam is a decentralized exercise during the last session of the course. After watching a few movie fragments, students will be asked to reply to a set of questions and use the episodes to explain and illustrate their answers.

Examination relevant literature

See literature section: All literature, including slides from lectures, presentations, and course exercises.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc. When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 24 January 2019
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 18 March 2019
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 08 April 2019

Please look at the fact sheet once more after these deadlines have expired.