



Course and Examination Fact Sheet: Spring Semester 2022

8,221: Organizational Behavior and Change

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Group examination paper with presentation (all given the same grades) (50%)

Examination time: term time

Decentral - examination paper written at home (individual) (50%)

Examination time: term time

Attached courses

Timetable -- Language -- Lecturer

[8.221.1.00 Organizational Behavior and Change](#) -- Englisch -- [Steyaert Chris](#)

Course information

Course prerequisites

There are no formal prerequisites for this course.

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

Learning objectives

The course contents are 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 analyze and interpret movie fragments as theoretical insights and practical exercises into organizational life and its relationship to societal "images".
- To develop a reflexive and critical understanding of organizational 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 content

Managers working in a globalized world - constantly changing because of technological developments, ecological 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 as prominent a 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, leadership and gender, power and negotiation.

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.



Course structure and indications of the learning and teaching design

We have been granted to undertake the course in the new learning center "Square". With our emphasis on dialogical interaction and visual methods, we think this new space allows us to explore different and creative forms of learning, group work and organizational dynamics, something that will be increasingly part of future work life and students' professional habitus. We plan also to organize a movie-night - a social event to get to know each other and to encourage critical discussions around organizational themes.

The course is structured along the organizational themes we use to understand organization and its change: team creativity, learning, control, participation, culture, post-bureaucracy, gender and power.

Session 1: Introduction

Session 2: Creativity and teamwork

Session 3: Learning and atmospheres

Session 4: Bureaucracy and control

Session 5: Human relations and participation

Session 6: Organizational culture and values

Session 7: New organizational forms and change

Session 8: Leadership and gender

Session 9: Power and negotiation

Session 10: Group presentations

Course literature

Essential reading:

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

Grey, Chris (2021) *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.

Session 1: Introduction of "*Studying Organizations*"

Session 2: 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 3: Bell, E. (2008) *Reading management and organization in film*. New York: Palgrave Macmillan. Introduction and Chapter 1, Reading film: Studying management.

Session 4: Chapter 1 of "*Studying organizations*": Bureaucracy and Scientific Management

Session 5: Chapter 2 of "*Studying organizations*": Human Relations Theory and People Management

Session 6: Chapter 3 of "*Studying organizations*": Organizational Culture and Self-Management

Stein, M. (2000) The risk taker as shadow: A psychoanalytic view on the collapse of Barings Bank. *Journal of Management Studies*, 37(8): 1215-1229.

Session 7: Chapter 4 of "*Studying organizations*": 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 of "Studying organizations": The New Capitalism and the End of Management?

Further reading:

Cummings, S., Bridgman, T., & Brown, K. G. (2016). Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human relations*, 69(1), 33-60.

Appelbaum, S. H., Habashy, S., Malo, J. L., & Shafiq, H. (2012). Back to the future: revisiting Kotter's 1996 change model. *Journal of Management Development*, 31(8), 764-782.

Additional course information

In the case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in SpS2022, the course information listed above will be changed as follows:

The course is conducted online via the platform zoom;

The recordings of the course are available for 30 day;

The lecturer informs via StudyNet on the changed implementation modalities of the course;

There are no changes necessary to the course information.

The examination information listed below would be changed as follows:

The presentations are conducted online and are being recorded.

Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination time and form

Decentral - Group examination paper with presentation (all given the same grades) (50%)

Examination time: term time

Remark

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Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., *Juristisches Arbeiten: Eine Anleitung für Studierende* (the latest edition in each case), or according to the recommendations of the Law School).



The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

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 - examination paper written at home (individual) (50%)

Examination time: term time

Remark

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Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

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Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content

The course requirements consist of an individual learning paper (50%) and group work (short paper and presentation on movie analysis related to one of the organizational themes (presented in the last session of the course during the semester; 50 %).

In small groups (of 3-4 students), students develop a movie-analysis to illustrate one of the core organizational themes (such as



culture, power, control, etc. or a combination of two themes) to document their critical understanding of the relationship between a specific organizational theme (culture, power, etc.) and its societal resonance.

The individual learning paper is a reflection paper where students articulate and illustrate three core learnings from the course sessions and its literature. These learnings consider the conceptually-based learnings with regard to organizational analysis through use of film, with regard to the relationship between organizational life and societal trends, and with regard to the practice-focus implications of one (or more) organizational themes.

Examination relevant literature

Lectures, presentations, and course readings.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 27 January 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 15 (Monday, 11 April 2022).