



Course and Examination Fact Sheet: Spring Semester 2024

8,214: Managing Organizational Processes and Change (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Presentation, Analog, Group work group grade (50%)

Examination time: Term time

decentral - Written work, Digital, Individual work individual grade (50%)

Examination time: Term time

Attached courses

Timetable -- Language -- Lecturer

[8,214.1.00 Managing Organizational Processes and Change \(SIM\)](#) -- English -- [Blagoev Blagoy Valentinov](#)

Course information

Course prerequisites

There are no formal prerequisites for this course.

Learning objectives

After successfully completing the course, students will be able to:

- identify, analyze, and critically reflect upon contemporary issues and practices related to the management of organizations,
- navigate the multi-paradigmatic field of organization and management studies and assess the strengths and weaknesses of different theories and concepts,
- design effective, research-driven measures to address practical challenges of organizing,
- connect knowledge from the field of management and organization studies with other areas of business administration, such as strategy, innovation, technology, leadership, and corporate social responsibility.

Course content

Organizations are not mere instruments for achieving business goals but complex social systems with logics and dynamics of their own. As such, organizations often behave in ways that might appear counter-intuitive or even irrational: they may resist change despite its benefits, engage in unethical practices despite the evident social and financial costs, miss the early signs of crisis, or falter in executing promising new strategies. Making sense of and effectively navigating such complexities requires a thorough understanding of organizations from multiple perspectives. Accordingly, this course will familiarize students with four different perspectives—or “lenses”—on organizations: the structural design lens, the informational lens, the cultural lens, and the political. Each lens will highlight distinct frameworks and models of how organizations behave and what leaders can (or cannot) do to steer organizational processes and change. The course aims at empowering students to skillfully use the four lenses to analyze organizational processes and change from different angles, thereby crafting creative and research-driven solutions to intricate practical challenges of organizing. At the same time, the course seeks to raise students’ awareness of the context within which organizing unfolds in the 21st century, not least in relation to some of the grand challenges of our time: climate change, globalization, inequality, and social polarization. Overall, the course aims at enabling students to become more knowledgeable about the way in which organizations work (and why they may not work), more conscious of the consequences of the decisions one makes as a leader, and more confident that they possess the skills required to succeed in a corporate setting.

Course structure and indications of the learning and teaching design



The course is organized according to the flipped classroom approach. Students will be asked to read pre-assigned texts prior to each session. Each session will consist of a mix of discussions, case studies, student presentations, and group exercises designed to illustrate how students can apply the acquired conceptual knowledge to solve practical problems related to the management of organizations.

The course is structured around the four lenses we will use to understand organizational processes and change: structural design, information, culture, and power.

Session 1: Introduction: Four lenses on organization(s)

Part I: The structural design lens

Session 2: Designing organizational structures and processes

Session 3: The interplay of structure and strategy

Part II: The informational lens

Session 4: Managing organizational attention

Session 5: Digital technology and organizational communication

Part III: The cultural lens

Session 6: Building culture

Session 7: Culture, identity, and diversity

Part IV: The political lens

Session 8: Understanding power and politics in organizations

Session 9: Organizations as political actors in society

Session 10: Review and wrap-up

Course literature

The final syllabus with a full list of readings will be provided in the kick-off session. Students will be required to read a collection of general texts on each of the four lenses as well as selected papers that apply each lens to specific managerial and organizational challenges. Core readings for all students will include the following texts:

Morgan, G. 2006. *Images of organization*. Thousand Oaks, CA: Sage. (selected chapters)

Schein, E. H. 2010. *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass. (selected chapters)

Blomberg, J. 2023. *Organization theory: Management & leadership analysis* (Second edition). Los Angeles, CA et al.: Sage. (selected chapters)

Schreyögg, G., & Sydow, J. 2010. Organizing for Fluidity? Dilemmas of New Organizational Forms. *Organization Science*, 21(6): 1251–1262.

Scherer, A. G., & Palazzo, G. 2011. The New Political Role of Business in a Globalized World: A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy. *Journal of Management Studies*, 48(4): 899–931.

Additional course information

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Examination information



Examination sub part/s

1. Examination sub part (1/2)

Examination modalities

| | |
|------------------------------|------------------------|
| Examination type | Presentation |
| Responsible for organisation | decentral |
| Examination form | Oral examination |
| Examination mode | Analog |
| Time of examination | Term time |
| Examination execution | Asynchronous |
| Examination location | On Campus |
| Grading type | Group work group grade |
| Weighting | 50% |
| Duration | -- |

Examination languages

Question language: English
Answer language: English

Remark

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Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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2. Examination sub part (2/2)

Examination modalities

| | |
|------------------------------|----------------------------------|
| Examination type | Written work |
| Responsible for organisation | decentral |
| Examination form | Written work |
| Examination mode | Digital |
| Time of examination | Term time |
| Examination execution | Asynchronous |
| Examination location | Off Campus |
| Grading type | Individual work individual grade |
| Weighting | 50% |
| Duration | -- |

Examination languages

Question language: English
Answer language: English

Remark

Take-Home-Exam

Examination-aid rule

Free aids provision



Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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Examination content

Examination will be based on:

Take-Home-Exam (50%): Students will have to respond to a set of open-clause essay questions based on the readings and the discussions in class. The questions will require students to use and connect the theories and concepts discussed in class and to take a critical stance on issues of managing people and organizations.

Presentation (50%): Students will have to prepare a presentation in groups covering how a contemporary organizational challenge (e.g., ethics and responsibility, sustainability, digitalization, etc.) can be illuminated through one of the four lenses covered in class. The presentations will be based on recent academic literature provided in the course syllabus.

Examination relevant literature

Examination will be based on slides, presentation, and mandatory readings. Please note that we will define the final list of mandatory readings in the course. A course syllabus with a list of mandatory readings will be made available after the first session.

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 13 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, 25 January 2024);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 18 March 2024);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 13 (Monday, 25 March 2024);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: Starting with de-registration period in CW 15 (Monday, 08 April 2024).