



Managing the Organization

Module Name	Managing the Organization
Discipline/Integration/Theme module	Discipline module – basic level
Responsible person	Jesper Blomberg
Department (when applicable/Discipline)	Business administration; Management
Integrated with the following modules:	Microeconomics for Managers
Total number of student contact hours	34

Module Description
General aims
Managing and organizing activities, leading and motivating people are the very core practices of any firm. No matter how well strategy is formulated, or how well R&D, production, marketing, or accounting function, the organization will not perform well unless the different activities are organized in a concerted manner. The purpose here is to develop your understanding of and capacity to use methods and techniques to divide and coordinate organizational activities. Here you will learn how to analyze the elements and functions of organizational culture, how to optimize formal organizational structures, how to motivated people to contribute to organizational goals, how to understand differences between entrepreneurial leadership and systematic management, and how to understand power as well as how to handle conflict. Skills in Managing the Organization comprise using more instrumental management techniques, conducting deeper theory driven organizational analyses, as well as developing a personal ethically conscious and elaborated view of leadership.
Topics and themes
Management, organizing, leadership and the reflective practitioner. What is this all about, and why is important? What are the (added) values of theory driven organizational analysis? How can managerial practices be improved by a theoretical understanding of them? Why is reframing and theoretical pluralism important? And why should I develop a personal view of leadership?
Instrumental managerial analysis. Using the toolbox offered by management, organizational, and leadership theory to understand, create as well as improve the performance, in the widest sense of the term, of



business organizations.

Reframing organizational analysis. Understanding business organizations and leadership processes from different and contradicting perspectives; formal structures, human resources, power and politics, as well as culture and symbols.

Critical organizational analysis. Analyzing organizational activities from fundamentally different theoretical paradigms to be able to gain even deeper insights. Being able to theorize possible long-term consequences of managerial action for different stakeholders and categories of people. This theme touches on vast subjects like the ethics of management, the societal power of organizational elites, exploitation, diversity, gender, justice and sustainability.

Personal leadership theories. Management, organizing and leadership processes can never be fully understood regardless of what theory or framework is put in use. Thus every leader needs to develop an inner compass and a standpoint regarding what possible world she would like to enact. How can I cope with genuine uncertainty and how can I be an authentic and trustworthy communicator in the face of the unknown?

Intended learning outcomes

After completing the course, you should:

- 1) Be able to analyze and evaluate organizational activities and leadership processes with the help of managerial, organizational and leadership theory.
- 2) Be able to reframe any business problem from different theoretical perspectives.
- 3) Be able to recommend organizational solutions and leadership actions based on theoretical analysis of real organizations.
- 4) Be able to theorize the more complex issues of how business life is affected by and affects social, political and democratic aspects of our society.
- 5) Be aware of her own leadership style(s) and of its pros and cons within real settings both in regards to followers and to larger organizational contexts

Learning activities & pedagogy

Words you hear you forget

Words you write you remember

Words you work with you understand

This course will take you on a journey into both organizational business practice and into the land of theoretical analysis of that practice.

Practice will be introduced in the course literature, in lectures, and in a good amount of written business cases.



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In addition you will practice real organizing and leadership dynamics in working with your study group assignments.

Theory will be introduced by a major textbook in organizational analysis as well as rather advanced articles on management, leadership, gender and organizing studies. These texts will be discussed during lectures, used in self-studies, and, most importantly put into use in analyzing real organizational activities. The results of these analyses will be presented by the students in written hand-ins and in oral presentations.

Practice and theory will also meet in a leadership and a group dynamic exercise (formally in the “skills” class).

Practice integration

Most of the activities in and outside the classroom include practice integration, either in the form of case studies, practical work in the study groups, or in discussions of current management phenomena.

Skills integration

Involves presentation and communication skills in written, visual and oral form, as well as skills in leadership in and organizing of small studygroups.

Prerequisites

None

Literature

Textbook:

Bolman, L. G & Deal, T. E. (2008, 4th edition) Reframing Organizations: Artistry, Choice and Leadership. Jossey-Bass (core literature)

Compendium:

Advanced articles, shorter texts and cases studies (core and reference literature)

Examination

Several written hand-ins, final written exam, and live module

Any other additional information

Version: This description was last updated: 6 October, 2011