Contact Hours per Week	<b>Educational Programme</b>			Organizational Design & Process Management 2013- 2014					
Contact Hours per Week   4 hours	Code IBMMO	108R2	ECTS			Year of	2	Block	4
Contact hours:   32   Group work/case   26     Self study:   26     Total   84     ROM	Contact Hours per Week			4 h	ours			I	
Group work/case   26   Self study:   26     Total   84     ROM			_						
Self study:   26   Total   84     84	<u>-</u>	Cont	act hours:		32				
ROM		Grou	p work/ca	ise	26				
knowledge-driven educational methodology is emphasized in this module  Contribution to IBMS Profile/Competencies  International Business Awareness and intercultural adaptability, Level 2  International Strategic vision Development level 1/2  Organizational Policy Development 21/2  Leadership and co-operation level 2  Communication (oral and written) level 1/2  Analysing ,information processing and creative problem solving , level 1/2  Planning And Organizing, learning and self development level 2  Ethical responsibility level 2  Dublin Descriptor(s)  Knowledge and Understanding, Applying knowledge and understanding, Making judgements  Relation with other modules/subjects  IBMM0108R2/IBMM0208R2/IBMM0308R2  Learning Track  Learning track Management & Organization  Starting Level  Applied Management & Organizational Behavior  Learning Objectives   Describe the functions, types and directions of communication channels and identify the barriers of effective communication and know how to avoid them.  Improve cross-cultural communication and increase the credibility and clarity of the messages send out. Understanding of t6he impact of unethical communication.  Diagram the four most basic organisational designs. Distinguish between Task, process and result driven organisation forms ecognition and appliance of the organisational culture at work.  The ability to describe and analyse simple processes in the field of business operations  The ability to prepare alternative solutions for independent		Self	study:		26				
knowledge-driven educational methodology is emphasized in this module			1	<b>Total</b>	84				
module	ROM								
International Business Awareness and intercultural adaptability, Level 2     International Strategic vision Development level 1/2     Organizational Policy Development 21/2     Leadership and co-operation level 2     Communication (oral and written) level 1/2     Analysing ,information processing and creative problem solving , level 1/2     Planning And Organizing, learning and self development level 2     Ethical responsibility level 2  Dublin Descriptor(s)  Knowledge and Understanding, Applying knowledge and understanding , Making judgements  Relation with other modules/subjects     IBMM0108R2/IBMM0208R2/IBMM0308R2  Learning Track  Learning track Management & Organization  Starting Level  Applied Management & Organizational Behavior  Learning Objectives      Describe the functions, types and directions of communication channels and identify the barriers of effective communication and know how to avoid them.     Improve cross-cultural communication and increase the credibility and clarity of the messages send out. Understanding of t6he impact of unethical communication.     Diagram the four most basic organisational designs. Distinguish between Task, process and result driven organisation forms     Recognition and appliance of the organisational culture at work.     The ability to describe and analyse simple processes in the field of business operations     The ability to prepare alternative solutions for independent				ven e	ducatio	onal methodo	ology is e	mphasized in	this
Level 2  International Strategic vision Development level 1/2  Organizational Policy Development 21/2  Leadership and co-operation level 2  Communication (oral and written) level 1/2  Analysing ,information processing and creative problem solving , level 1/2  Planning And Organizing, learning and self development level 2  Ethical responsibility level 2  Dublin Descriptor(s)  Knowledge and Understanding, Applying knowledge and understanding , Making judgements  Relation with other modules/subjects  IBMM0108R2/IBMM0208R2/IBMM0308R2  Learning Track  Learning track Management & Organization  Starting Level  Applied Management & Organizational Behavior  Learning Objectives   Describe the functions, types and directions of communication channels and identify the barriers of effective communication and know how to avoid them.  Improve cross-cultural communication and increase the credibility and clarity of the messages send out. Understanding of t6he impact of unethical communication.  Diagram the four most basic organisational designs. Distinguish between Task, process and result driven organisation forms  Recognition and appliance of the organisational culture at work.  The ability to describe and analyse simple processes in the field of business operations  The ability to prepare alternative solutions for independent	Contribution t	o IBMS	Profile/C	omp	etenci	es			
Knowledge and Understanding, Applying knowledge and understanding , Making judgements  Relation with other modules/subjects  IBMMO108R2/IBMMO208R2/IBMMO308R2  Learning Track  Learning track Management & Organization  Starting Level  Applied Management & Organizational Behavior  Learning Objectives   • Describe the functions, types and directions of communication channels and identify the barriers of effective communication and know how to avoid them.  • Improve cross-cultural communication and increase the credibility and clarity of the messages send out. Understanding of t6he impact of unethical communication.  • Diagram the four most basic organisational designs. Distinguish between Task, process and result driven organisation forms  • Recognition and appliance of the organisational culture at work.  • The ability to describe and analyse simple processes in the field of business operations  • The ability to prepare alternative solutions for independent			Internation Organical Leader Common Analys solving Plannii	ationa ization shipa unica ing ,i g , lev ng An	nal Poli and co- tion (o nforma rel 1/2 d Orga	cy Developm -operation le ral and writt ition process nizing, learn	nent 21/2 vel 2 en) level ing and c	1/2 reative probl	
understanding , Making judgements  Relation with other modules/subjects  IBMMO108R2/IBMMO208R2/IBMMO308R2  Learning Track  Learning track Management & Organization  Starting Level  Applied Management & Organizational Behavior  Learning Objectives   • Describe the functions, types and directions of communication channels and identify the barriers of effective communication and know how to avoid them.  • Improve cross-cultural communication and increase the credibility and clarity of the messages send out. Understanding of t6he impact of unethical communication.  • Diagram the four most basic organisational designs. Distinguish between Task, process and result driven organisation forms  • Recognition and appliance of the organisational culture at work.  • The ability to describe and analyse simple processes in the field of business operations  • The ability to prepare alternative solutions for independent	Dublin Descrip								
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Learning Track   Learning track Management & Organization     Starting Level   Applied Management & Organizational Behavior	Relation With					2/IBMM030	ΩD 2		
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Applied Management & Organizational Behavior	Learning Traci		ning track	Mana	agemei	nt & Organiza	ation		
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•	Ethical decision making
	Describe the organisational decision making process
	considering the types of decisions that are made and the level
	in the organisation where these decisions are made, the
	organisational approaches to gather information. Evaluating
	alternative solutions and implementation the final decision
	Describe the main ethical issues that are part of the industry of
	your choice and to what extent do they play a role in the
	organisation of your choice.

· Power and politics

What is the decision style applied in your organisation Where are power centres in the organisation and what type of political manipulation is if any used in the organisation.

Leadership

Knowledge of the differences between management and leadership

Application of the management style grids

Assessment of the management and leadership style in the research organisation

Organisational structure

Ability to identify the functions of an organisation structure Analysis of the organisational structure of the research company

Assessment of the research findings in relation to the theory

Organisational culture at work

Explain why organisational assumptions are important and identify three types of assumptions that give meaning to culture.

Identify four steps of organisational cultures based on the origin and content of the underlying cultural value systems. Illustrate how an organisation's core ideology, if truly visionary, provides sustaining consistency of behaviour regardless of changes in strategies and practices

Explain how a founder establishes culture in a new organisation.

Distinguish four factors useful in comparing and contrasting national cultures.

Verification how these concepts work in the research company..

Business process management

Knowledge of the drivers to model a business process Formulation of the reasons leading to business process redesign

Knowledge of the analytical tools to assess a business process effectiveness and efficiency

Ability to reproduce in one of the process mapping techniques in the practise of the research company

	in the practise of the research company			
<b>Instruction Meth</b>	od(s)			
	Central lectures and gre	p consultation on dem	nand	
Assessment	Group assignment with	Group assignment with Presentation and final report week 8		
Method(s)	students applying key	MC exam in week	: 9	
	concepts and theories t	an		
	organisation of their ch	ce.		
	1) Group assignment: Organisation in Action			
	2) Written multiple cho	e exam (closed book)		
	All assessment elements must be completed. Peer assessments will be used for determining the extent to which group members contributed to the group assignment. Students who did not make a significant contribution to the assignment will incur a penalty that will negatively affect their grade.			
Remark	Module can only be graded provided the case is submitted on time			
Structure Grading	g			
	Weight	= 50%		
		= 50%		

	Minimum requirement 5,5		
(Required) Atten	dance		
	Class - highly recommended; Guest lecture - Mandatory		
Short outline of E	Educational Unit		
	1 ECT is 28 hours study load per student. In this model the study load		
	consists of:		
	<ul> <li>Reading the chapters 12-16 and the readers on process</li> </ul>		
	management		
	- Attending the lectures		
	- Group work meetings and activities		
	- Report the findings of the organisation analysis		
	- MC exam / presentation of the case		

Cont	Content and planning of lectures and exams/assessments				
Blck	Sst	Lecture	Instruction	Gs	Content/ Subjects (x)
Wk	(#)	Hours	Methods/Exams	(*)	
4/1		2	Central lecture	All	Introduction module, chapter 12: Ethical problem- solving and decision-making
		2	Starting up group work	All	Forming groups (5 maximum per group) Selecting a suitable organisation Getting organised
4/2		2	Central lecture	All	Chapter 13: Power and politics
		2	Consultancy on demand	Group	Feedback
4/3		2	Central lecture	All	Chapter 14: Leadership
		2	Consultancy on demand	Group	Feedback
4/4		2	Central lecture	All	Chapter 15: Organisational structure and design
		2	Consultancy on demand	Group	Feedback
4/5		2	Central lecture	All	Chapter 16: The impact of organisational culture at work
		2	Consultancy on demand	Group	Feedback
4/6		2	Central lecture	All	Readers process management
		2	Consultancy on demand	Group	Feedback
4/7		2	Central lecture	All	Readers process management
		2		Group	Presentations
4/8		2	Central Lecture	All	Recap and exam preparation
		2		Group	Resit presentations
(#) c	st = sel	f study	(*) as -	Group si	70

(#) sst = self study

## Facilities/classroom

Beamer, Audio-visual, PC Internet Connection, Black/whiteboard. Tables and chairs can be freely arranged.

## Remarks:

N@tschool will be used for publication of the course outline, report-, assignment-, essay uploads and portfolio.

<sup>(#)</sup> sst = self study (\*) gs = Group size (x) planning with reservation, adjustments will be published in course outlines (and hand

Homework will (cases) be discussed in class (see overview). Students must demonstrate the ability to apply the theory to analyze the case at hand accordingly. Group size is max 4 students per group. Clear reference must be made to the sources used to retrieve (additional) information. Free riding and/or cheating will not be tolerated.

Plagiarism will **not** be accepted and will be referred to the exam board. Assignments are only valid for the current academic year. Students who fail this module must retake all aspects of the exam in the following year.

Assignment will be available on netwerkmappen.

Literature and A	ids
Title	
	Management & Organizational Behaviour
Туре	
	Book + case material, readers
Compulsory	
ISBN	
	0-07-711107-09
Author(s)	
•	Bloisi, Cook & Hunsaker
Publisher	
	McGraw-Hill
Year	
	2007-2008
Information/Led	turer:
,	L.J.M. Bulters – I.j.m.bulters@hr.nl
	M.M.E. Boudesteijn-de Boer – m.m.e.boudesteijn-de.boer@hr.nl