

Educational Programme			Organizational Design & Process Management 2013- 2014				
Code	IBMMO408R2	ECTS	3	Year of Study	2	Block	4
Contact Hours per Week			4 hours				
Study Load:							
		Contact hours:	32				
		Group work/case	26				
		Self study:	26				
		Total	84				
ROM							
		knowledge-driven educational methodology is emphasized in this module					
Contribution to IBMS Profile/Competencies							
		<ul style="list-style-type: none"> • 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							
		IBMMO108R2/IBMMO208R2/IBMMO308R2					
Learning Track							
		Learning track Management & Organization					
Starting Level							
		Applied Management & Organizational Behavior					
Learning Objectives							
		<ul style="list-style-type: none"> • 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 processes 					
Learning Outcomes							

	<ul style="list-style-type: none">• 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	
Instruction Method(s)		
	Central lectures and group consultation on demand	
Assessment Method(s)	Group assignment with students applying key concepts and theories to an organisation of their choice.	Presentation and final report week 8 MC exam in week 9
	1) Group assignment: Organisation in Action 2) Written multiple choice 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		
	Weight	1 = 50% 2 = 50%

	<p>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.</p> <p>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.</p> <p>Assignment will be available on netwerkmappen.</p>
Literature and Aids	
Title	
	Management & Organizational Behaviour
Type	
	Book + case material, readers
Compulsory	
ISBN	
	0-07-711107-09
Author(s)	
	Bloisi, Cook & Hunsaker
Publisher	
	McGraw-Hill
Year	
	2007-2008
Information/Lecturer:	
	<p>L.J.M. Bulters – l.j.m.bulters@hr.nl M.M.E. Boudesteijn-de Boer – m.m.e.boudesteijn-de.boer@hr.nl</p>