

## Organisation Theory

UGRA\_009644

---

Departments	Department of People Management & Organisation
Teaching Languages	English
ECTS	6
Teacher responsible	François Herve Rene Collet - <a href="mailto:francois.collet@esade.edu">francois.collet@esade.edu</a>

---

### Course Goals

2. Learning objectives and competencies

At the end of this course you will:

- Be able to analyze the purpose and scope of organizational design and the concept of organizational congruence.
- Be able to identify the main structural design alternatives and their key strengths and weaknesses.
- Be able to evaluate how organizational culture affects organizational outcomes.
- Be able to gauge the effect of professional networks within organizations.
- Have some basic knowledge of the impact of AI on work.
- Articulate the tension between the need for stability and the need for change in an organization.
- Explain the key stages of a change process and barriers to organizational change.
- Have a knowledge of strategies to successful change management.
- Explain the cause of stress in the change process, and of work-related stress in general.
- Have knowledge of strategies to reduce stress.

### Previous knowledge

Basic Knowledge of Organizational Behavior

### Prerequisites

Leadership and Organizational Behavior Course

### Description

## Course contribution to program

People Management and Organizational skills are of increasing relevance in contemporary organization, especially with the advent of artificial intelligence. This course is the second course on people management and organization after the first year leadership and organizational behavior course. Given an organizational strategy, this course shed light on what it takes to achieve goals. The courses emphasizes the development of critical skills to evaluate concrete business decisions.

## Short description

Being successful within an organization, whether as a newly hired employee or a CEO, requires an understanding of the human side of management and an in-depth understanding of how organizations work.

To be effective in your work you not only need technical skills in operations, finance, accounting, marketing and developing winning strategies, but also knowledge of how to implement them with the help of other people. Your own personal traits, abilities, skills, and knowledge will be valuable tools throughout your career. However, as you move up through any organization it is increasingly critical that you develop your ability to work with a multicultural diverse group of people and understand and leverage the organization's dynamics.

The course builds on what you learn in your first year about leadership, motivation, teams, conflict, and organizational culture and change. In this course you will go deeper and take a broader look at the whole organization.

The course comprises 2 modules:

- In the first module, you will learn that for each obstacle your organization places in front of you, there are tools you need to overcome it: Informal networks that cut across formal structures, a culture that provides the means to guide action without explicit directions, modes of coordination and formal division of labor that facilitate work. Last, you will learn how organizations impact the natural environment and deal with environmental risks.
- In the second module, you will learn about working in an organization, facilitating change (and overcoming the barriers to change) at different stages and in different contexts. You will also learn about how the experience of change can incur stress and how to manage it. The module also emphasizes the impact of artificial intelligence on work and skills.

The concepts and models studied in this course have applications to a variety of organizations—not only businesses, but also governments, non-profits. We will encourage you to explore a diversity of organizational forms and purposes beyond the corporate realm.

## Program Learning Objectives

### BBA20-Bachelor of

- Teamwork

- Contribute through their behaviour to a positive team dynamic and the achievement of objectives.

## Business Administration (BBA)

- Diversity Understanding and Appreciation
  - Recognise the challenges and opportunities associated to diversity within teams and organizations.
- Relational Skills
  - Identify the impact of different forms of organisation and the relevance of business culture for companies to achieve their objectives.

### Activities

In-class discussions and debates

Written and/or oral exams

Quizzes/tests

Group presentations

Readings

Case study resolution

Presentations

Case study analyses

### Content

#	Topic
1	Organizational Alignment
2	Organizational Change

### Assessment

Tool	Assessment tool	Category	Weight %
Teamwork with companies or other organizations		Retake and ordinary round	30.00%
Written and/or oral exams		Retake and ordinary round	55.00%
Individual or team exercises		Retake and ordinary round	15.00%

## PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)  
BBA20 Year 2 (Basic)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)  
BBA23 Year 2 (Basic)

DBAI21-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI21 Year 2 (Basic)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)

DBAI23 Year 2 (Basic)

GBD20-Double Degree in Business Administration and Law (Undergraduates: Law)  
GBD20 Year 2 (Basic)

GBD23-Double Degree in Business Administration and Law (Undergraduates: Law)  
GBD23 Year 2 (Basic)