

Course Outline 2016
MGMT 731: ORGANISATION DYNAMICS
Semester 1 (1163)

Course Prescription

This course aims to give students the analytical tools they will need to investigate organisational dilemmas and make well-considered management decisions. The course does this by bringing together analytical models and theories from disparate fields such as HRM, strategic management, ethics and politics, to provide a framework through which students can view and define organisational problems from multiple perspectives. Each class includes a case study which lets students apply and develop their analytical skills. Students will also examine the emergence of new organisational forms, such as network, project-based and virtual (e-business) organisations, and develop their theoretical understanding of the reasons for these developments, as well as the new managerial roles that are required in this new organisational environment. Overall this course focusses on teaching students how to undertake organisational analysis in order to improve managerial decision making in a dynamic and constantly evolving organisational context.

Programme and Course Advice

Restriction: MGMT 751

Goals of the Course

To encourage students understanding of the many, often conflicting, schools of thought, by comparing, combining, and connecting various perspectives;
To challenge their acquired knowledge about the world of organisations, by critically reflecting on existing patterns and new developments;
To install critical, innovative and analytical thinking, by creating the specific learning environment for creative debates and critical evaluation of research and business practice.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. Clearly articulate – both verbally and in writing – uncertainties, paradoxes, trade-offs and contingencies of contemporary organizations and management;
2. Critically analyse data which reveal specific aspects of contemporary organisations and place these data in the context of relevant theories;
3. Employ tools of organizational analysis from multiple perspectives;
4. Demonstrate the ability to collect, evaluate, select and analyse various qualitative and quantitative data from various sources (newspapers, business magazines, academic journals, books, internet etc.);
5. Communicate effectively in a variety of formats, such as class discussions, debates, lectures, and group exercises;
6. Exhibit the ability to collaborate effectively.

Content Outline

Seminar	Date (2016)	Topic
1	2 rd March	Introduction
2	9 th March	Structural Dynamics
3	16 th March	Human Resource Dynamics
4	23 th March	Political Dynamics Assessment 2: Reflective piece due
	Easter Break	
5	30 th March	Symbolic Dynamics & Culture
6	6 th April	Framing New Organisations
7	13 th April	Improving Frame Practice
	Mid Semester Break	
8	27 th April	Assessment 3: Team presentations analysing one of the following organisation forms through the Four Frames: <ul style="list-style-type: none"> 1. Strategic alliances 2. Network organisations 3. Social ventures 4. Not for profits 5. Virtual teams
9	4 th May	Improving Frame Practice Assessment 4: One page outline due
10	11 th May	Ethics and case study review
11	18 th May	Leadership
12	25 th May	Study Session
13	1 st June	Course review Assessment 4: Case study due

Learning and Teaching

The learning process for this course requires active inquiry and participation from everyone in the class. We will learn by reading, researching, dialogue, practical exercises, and by reflecting on experiences. In addition to attending classes, students need to complete the required readings prior to the relevant class and submit assignments by the due dates.

Teaching Staff

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Office Hour: Wednesday 3-4pm

Class Dates and Times:

Wed 10am-1pm.

Class Location: Owen G Glenn. Room 323

Learning Resources

The required textbook for this course is:

Bolman, L.G. & Deal, T.E. (2013) *Reframing Organizations: Artistry, Choice and Leadership* (5th Ed.). San Francisco, CA: Jossey-Bass.

Earlier editions (ideally the 4th Ed.) will be fine.

The text is supplemented by recommended readings from the University's holdings of e-journals and reference to interesting web-based materials. Preparation for each class will involve pre-reading of the relevant chapter from the text and/or the recommended readings.

Assessment

	Assessment	Mark %	Due
1	In class participation	15%	Ongoing
2	Reflective assignment	15%	Due 23/3/16 9am
3	Team seminar	20%	Due 27/4/16 in class
4	Case study	50%	1 page outline due 4/5/16 Final due 1/6/16 Midnight

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning	Assessmen	Assessmen	Assessmen	Assessmen
1		X	X	X
2			X	X
3		X	X	X
4			X	X
5	X	X	X	X
6	X	X	X	X

All assignments to be handed in via TURNITIN. Log in details will be provided nearer the time

Inclusive Learning

Students are urged to discuss privately any impairment-related requirements face- to-face and/or in written form with the course convenor/lecturer and/or tutor.

Student Feedback

Previous feedback relating to the course has been very positive. In response to student's feedback the course now includes a comprehensive reading list.

Students will be asked to complete course and teaching feedback forms during the Semester.