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Organizational Behavior Term: Summer 2014 Instructor: Christoph Lanzen Email: <u>c.lanzen@cbs.de</u> Office hours: On appointment

Organizational Behavior

A.) Organizational Matters:

1. Course Description and Objectives:

The current global economy is difficult to navigate. The world has grown together and created structures that are increasingly difficult to conceptualize. Professional managers are profoundly affected by this development when faced with the need of smart analysis and qualified counseling of modern international organizations. I have designed this seminar to introduce students to empowering ways of thinking that make the navigation of some of the ambiguities and flux of current companies possible.

One eminent strategy to school your abilities to conceptualize these fast changing structures is to start cultivating the art of reading. In my seminar, you will therefore develop your skills to identify problems and conflicts of contemporary organizations and you will extend your analytical potentials. Besides training the art of diagnostics, you will school your competence to find productive solutions for challenging problems in modern organizations. As a result, this seminar will contribute intensely to your understanding of the theory and practice of state of the art management, because wide and varied reading enables you to (re-)act in a wide and varied kind of way.

We will use the power and potential of six metaphorical readings to generate this deep understanding of the nature of organization and organizational life. We need these diverse metaphors to develop a sophisticated perspective. A metaphor is an excellent tool for enhancing our way of thinking and seeing, but at the same time it is also an instrument to limit our sight. For example, it has some merit to conceptualize an organization as a machine, but this metaphor is also limiting, since it omits the human factor. Therefore, we need a flexible approach where context guides the construction of concepts.

I invite you in this seminar to engage with mode of thinking from the humanities that will acquaint you with helpful viewpoints to meet the challenges of structural design. This capacity is one of the key competencies of professional and effective management. I am looking forward to explore these challenging perspectives together with you in the next weeks and I am anticipating your involvement.

2. Mandatory Readings:

Morgan, Gareth. Images of Organization. Thousand Oaks: Sage Publications, 2006.