

# COMPONENT DESCRIPTION – PD1

## PROGRAMME

3-Year Enterprising Leadership Programme

## COMPONENT

Process Design 1 – Collaborating: Organisation Design & Creation

## SEMESTER

Semester 1 “ENTERPRISING LEADERSHIP FUNDAMENTALS”

## DOMAIN

Process Design

## DESCRIPTION

The component provides the student with fundamental theoretical and applied understanding of organisational design and development. Theory and concepts are combined with practical training, in order to be able to create, form and staff an organisation. The students will create the first version of their own project-based-learning organization. Emphasis is placed on how to broaden the students’ knowledge about how to sense, understand and communicate the learning, the process and results of organizational design, development, operation and leadership. Furthermore, they are introduced to some basics of facilitation and hosting learning processes. The work is carried out dynamically with complex and challenging collaborative assignments.

## DURATION

7 weeks

## ECTS

10

## PREREQUISITES

Project Design 1

## LEARNING OUTCOMES

- The student will gain a basic ability to create workshop design and facilitating learning processes
- The student will gain a theoretical and working understanding of team development and decision making
- The student will gain a fundamental understanding of organisational design and development, and will

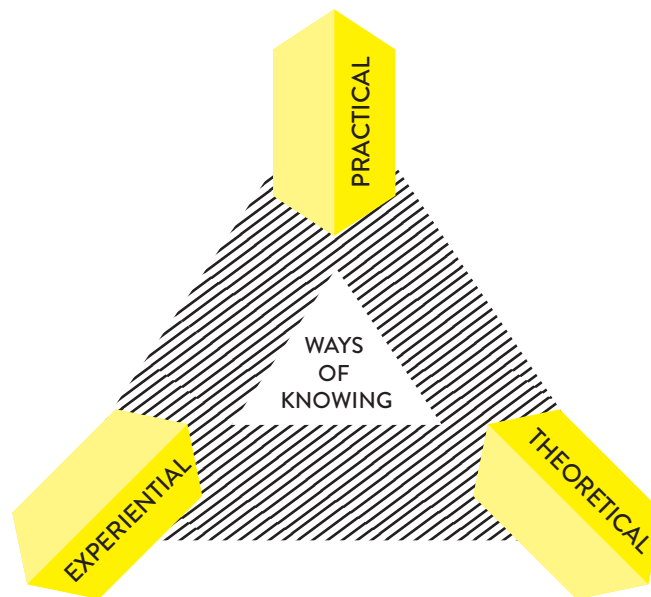
begin applying it in the work with creating their own organisation

- The student will gain a fundamental understanding of organisation and learning theory
- The student will practice applying a fundamental understanding of learning in the daily operation of their organisation by working and leading multiple projects

## LEARNING & TEACHING STRATEGY

The learning process that the students carry out in their work and assignments is called Creative Inquiry. It is a process that is intended to be holistic, that involves exploration, creation and reflection and includes three ways of knowing and learning:

- Conceptual and theoretical knowledge
- Methodological and practical knowledge
- Phenomenological and experiential knowledge



The component is organised around the team's multiple assignments, with particular focus on creating a project-based-learning organisation. The students explore through lectures, self-study, guidance and practical work on collaborative assignments.

## MARKING CRITERIA & ASSESSMENT

Completion of an organisational set up including assignment descriptions, roles and delegation. Micro and macro project plans for how the organisation's assignments are to be carried out (deliverables, deadlines, collaboration, decision-making, culture, leadership and management). In addition, a strategy and plan for how to assess and evaluate the organisation.

Projects plans and strategies will be assessed with a pass/fail evaluation.

## REALISATION

Lectures, workshops, presentations, evaluations, and guidance: 90 hours

Organisational, project- and group work in all phases: 90 hours

Self-study, reading, research, and individual assignments: 55 hours

Community work; socially and professionally related study activities: 40 hours

The students will be working on creating their first version of their own project-based-learning organisation. This will be the foundation for their continued studies.

## COMPULSORY READING

Haslebo, Gitte and Nielsen, Kit Sanne (2000). *Systems and Meaning: Consulting in Organizations*. ISBN: 1855752352. Karnac Books. (pp. 17-38)

Holman, P. (2015). Complexity, Self-Organization, and Emergence. In Bushe, G.R & Marshak R.J. (Eds.). *Dialogic Organization Development: The Theory and Practice of Transformational Change*. Oakland, CA: Berret-Koehler Publishers, Inc., pp. 123-149 (27 pages)

Justice, T. & Jamieson, D.W. (2006). *The Facilitator's Fieldbook*. Amacom, pp. 3-21 (19 pages)

Kaner, Sam (2014). *Facilitator's Guide to Participatory Decision-Making*. 3rd edition. Jossey-Bass, pp. 229-238 (10 pages)

Senge, P.M. (2006). *The Fifth Discipline - The Art & Practice of The Learning Organisation* (revised and updated). Random House, pp. 57-67 (21 pages)

Stacey, R. (2003). Learning as an activity of interdependent people. *The Learning Organization* 10 (6) 2003. pp. 325-331 (7 pages)

Wrench, Jason S., Punyanunt-Carter, Narissra & Ward Sr., Mark (2012) *An Introduction to Organizational Communication* (draft version of *Organizational Communication: Theory, Research and Practice*). Chapter 1.1 What is an Organization? pp. 7-25 (19 pages)

The students will also be provided with a selection of articles by guest faculty and Team Leaders.

## REFERENCE BOOK

Lipmanowicz, H. & McCandless, K. (2013). *The Surprising Power of Liberating Structures*. ISBN 13: 9780615975306. Liberating Structures Press. Read Chapters 1-7, and refer to the Part 4 for a full overview of the different