



Course syllabus

School of Business and Economics
Department of Organisation and Entrepreneurship

2FE230 Managementfördjupning I, 30 högskolepoäng
Management Specialization I, 30 credits

Main field of study
Business Administration

Subject Group
Business Administration

Level of classification
First Level

Progression
G2F

Date of Ratification
Approved 2014-11-12
Revised 2016-06-02 by School of Business and Economics. Literature revision module 4 and update of Credits Overlap module 2, and update of standard texts for Examination and Course Evaluation.
The course syllabus is valid from autumn semester 2016

Prerequisites
In order to be admitted to the course, the applicant will need to have successfully completed 105 of 120 credits from the first two years of the Business Administration and Economics Programme, including Basic Organisation Theory 7.5 credits, or the equivalent.

Objectives

Module 1: Leadership Theories, 7.5 credits

After completing the module the student is expected to be able to:

- account for contemporary leadership theories, especially the tension between leadership as art and leadership as science
- perform a theoretically founded analysis of a contemporary topic within the field of leaderships research
- express a holistic view of the dynamic field of leadership theories and practises

Module 2: Strategic Management, 7.5 credits

After completing the module the student is expected to be able to:

- describe and explain basic strategic concepts
- apply, compare and critically discuss traditional as well as contemporary perspectives on strategy

- identify and plead the importance of the different perspectives and their respective approaches to working strategically in organizations
- apply theories and models on descriptions of strategic work in organizations

Module 3: Organizational Change and Renewal, 7.5 credits

After completing the module the student is expected to be able to:

- account for organizational change and renewal
- use these theories to discuss the development of organizations
- problematize theories on organizational change and renewal

Module 4: Organization Theories, 7.5 credits

After completing the module the student is expected to be able to:

- describe and explain classic as well as contemporary theories on organization and management
- apply, compare and critically discuss classic as well as contemporary theories on organization and management
- describe an everyday organizational situation
- apply classic as well as contemporary theories on organization and management on an everyday organizational situation

Content

The course contains the following modules:

Module 1 Leadership Theories 7.5 credits

The module contains:

- leadership as personality and behavior
- leadership as relation
- symbolic leadership
- leadership as impression
- leadership and efficiency
- gendered aspects of leadership

Module 2 Strategic Management 7.5 credits

The module contains:

- basic concepts in strategy, such as vision, goal and strategy
- traditional perspectives on strategy, such as Porter's generic strategies
- contemporary perspectives on strategy, such as processual, systemic and evolutionary perspectives

Module 3 Organizational Change and Renewal 7.5 credits

The module discusses theoretical perspectives on change and renewal:

- organizational change
- organizational development
- corporate entrepreneurship

Module 4 Organization Theories 7.5 credits

The module investigates organizing and management in theory and practice. The course focuses on management as process and practice in organizations and what it means to work in a modern organization. Several aspects of management as activity and the role of managers are analyzed such as meaning-making, power, rationality and identity. The course covers classical theories, but also contemporary ideas about organizing and management. The course offers a critical analysis of the assumptions that these theories and ideas are based on as well as of the future of organizing and management in the society.

Type of Instruction

Module 1: Leadership Theories, 7.5 credits

Lectures and seminars

Module 2: Strategic Management, 7.5 credits

Lectures and seminars

Module 3: Organizational Change and Renewal, 7.5 credits

Lectures, tutoring and seminars

Module 4: Organization Theories, 7.5 credits

Lectures and seminars

For all modules:

Obligatory parts are stated in the schedule.

Examination

The course is assessed with the grades A, B, C, D, E, Fx or F.

Module 1: Leadership Theories, 7.5 credits

The module is examined by written exam, group project and a reflection paper.

Module 2: Strategic Management, 7.5 credits

The module is examined by home exam. An active participation during mandatory seminars is also a prerequisite for a pass grade.

Module 3: Organizational Change and Renewal, 7.5 credits

The module is examined by a seminar paper and case studies.

Module 4: Organization Theories, 7.5 credits

The module is examined by an individual written examination and a seminar paper.

Concerning all modules:

The grade A constitutes the highest grade on the scale and the remaining grades follow in descending order where the grade E is the lowest grade on the scale that will result in a pass. The grade F means that the student's performance is assessed as fail.

After each regular examination there will be at least one new examination in close proximity to the date the results of the regular exam were posted. A minimum of five occasions for written exams will be offered in relation to the syllabus to which the student was accepted. Usually three occasions per academic year are offered. Students that fail reports can complement after instructions from the examiner to obtain a pass grade.

Grading criteria for the A–F scale are communicated in writing to the student by the start of the course/module at the latest, as well as how grades on separate elements of examination are weighed to a final course grade.

Course Evaluation

During the implementation of the course or in close connection to the course a course

evaluation is to be carried out. Result and analysis of the course evaluation is to be presented as feedback both to the students who have completed the course and to the students who are to participate on the course the next time it is offered. The course evaluation is to be carried out anonymously.

Credit Overlap

The course cannot be included in a degree along with the following course/courses of which the content fully, or partly, corresponds to the content of this course: The course overlaps 2FE080, 2FE051 and 2FE031 with 100 % each.

Each course module also has corresponding single-subject courses with which there is a 100% credit overlap.

The corresponding single-subject courses are:

2FE230:1 equals 2FE072, 2FE017, 2FE081:2, 2FE917 and 2FE942

2FE230:2 equals 2FE074 and 2FE060

2FE230:3 equals 2FE073 and 2FE018

2FE230:4 equals 2FE071, 2FE016, 2FE916 and 2FE940

Required Reading and Additional Study Material

Module 1: Leadership Theories, 7.5 credits

Gill, R. *Theory and Practice of Leadership*. Sage Publications. Latest edition. 408 pages.

Hatch, M.J., Kostera, M. & Kozminski, A.K. (2005). *The Three Faces of Leadership. Manager, Artist, Priest*. Blackwell Publishing. 184 pages.

Module 2: Strategic Management, 7.5 credits

Alvesson M. (1998). The Business Concept as a Symbol. *International Studies of Management & Organization*. Vol. 28(3), pp. 86-108, 22 pages.

Coulter, M. (2005). *Strategic Management in Action*. 3rd ed. Prentice Hall. New Jersey. 396 pages.

Johnson, G., Scholes, K. & Whittington, R. (2008). *Exploring corporate strategy*. 8th ed. Harlow: Financial Times Prentice Hall. Selected 200 pages.

Whittington, R. (2001). *What is Strategy and Does It Matter?*. London: Thomson Learning. 151 pages.

Module 3: Organizational Change and Renewal, 7.5 credits

Hayes, J. *The Theory and Practice of Change Management*. Palgrave MacMillan. Latest edition. 518 pages.

Scientific articles. Approx. 500 pages.

Module 4: Organization Theories, 7.5 credits

Jackson, N. & Carter, P. *Rethinking Organisational Behaviour: A Post-Structuralist Framework*. Harlow: Prentice Hall. Senaste upplagan. Approx. 390 pages.

Scientific texts. Approx. 500 pages.