



Course syllabus

Faculty Board of Business, Economics and Design
School of Business and Economics

4FE04E Managing Dynamic Organizations, 30 högskolepoäng
Managing Dynamic Organizations, 30 credits

Main field of study

Business Administration

Subject Group

Business Administration

Level of classification

Second Level

Progression

A1E

Date of Ratification

Approved by the Board of the School of Business and Economics 2009-06-29

The course syllabus is valid from spring semester 2010

Prerequisites

In order to be admitted to the course, students are required to have 1-90 higher education credits in Business Administration of which 15 higher education credits is a thesis in level G2E.

Expected learning outcomes

On completion of this course you will be able to

- critically analyze different perspectives on strategic and organizational change and the management of dynamic organizations
- identify, critically analyze and resolve concrete problems of managing strategic organizational change in dynamic organizations
- apply relevant theoretical perspectives to concrete problems in dynamic organizations
- undertake fieldwork in dynamic organizations and write a master thesis.

You will also advance your skills in critical thinking and action, your written and oral presentation skills, your collaborative skills and your ability to work in groups.

The skills and knowledge acquired through this course are crucial to your future working career and to your ability to implement, manage and evaluate strategic and organizational change processes in dynamic organizations. They are also important if you choose to pursue further graduate studies and a career in academic research and teaching.

Content

- Managing organizational change in dynamic organizations through strategy, leadership, corporate culture, and organizational learning
- The environmental context of dynamic organizations and organizational change
- Relations of power and resistance in dynamic organizations and organizational change

Type of Instruction

Lectures and seminars

Examination

The course is assessed with the grades Fail (U), Pass (G) or Pass with Distinction (VG).

Your learning and performance on module 1 is assessed and examined through written assignments and presentations, peer review, and participation in seminars and fieldwork. You will write three papers and one fieldwork report. You will compile the final versions of these assignments in an examination port-folio. The examination portfolio constitutes 70% of the final grade on module 1, and your presentations, peer reviews and participation in seminars and fieldwork constitute 30%.

Your learning and performance on module 2 is assessed and examined through writing and presenting (in groups of three) a masters dissertation on the topic of strategic management in dynamic organizations. The masters dissertation constitutes 70% of the final grade on module 2, and your presentations, peer reviews and participation in seminars constitute 30%.

A retest will be offered a few weeks after the original test for students who have not successfully passed the original test. At least 5 tests will be offered.

The grades are Pass with Distinction (80%-100%), Pass (60%-79%) or Failure (0%-59%).

Students at Linnaeus University are entitled to have the course grade translated into the 7-step ECTS scale. A request to have the grades translated must be made to the teacher at the start of the course.

Course Evaluation

A written course evaluation is performed and compiled into a report to be kept in the university school archives. The result and any measures taken are communicated to the course co-ordinator and presented to the students participating the next time the course is offered.

Required Reading and Additional Study Material

Required reading

1. Strategy, leadership and corporate culture

Armenakis, A. & Bedeian, A.,(1999,) 'Organizational change: A review of theory and re-search in the 1990s', *Journal of Management* 25(3): 293-315.

Beck, R. (1987) 'Visions, values, and strategies: Changing attitudes and culture', *Academy of Management Executive* 1(1): 33-41.

Hamel, G. (1996) 'Strategy as revolution', *Harvard Business Review* 74(4): 69-82.

Kotter, J. & Schelsinger, L. (1979) 'Choosing strategies for change', *Harvard Business Review* 57(2): 106-114.

Kotter, J. (1995) 'Leading change: Why transformation efforts fail', *Harvard Business Review* 73(2): 59-67.

Larkin, T.J. & Larkin, S. (1996) 'Reaching and changing frontline employees', *Harvard Business Review* 74(3): 95-104.

Meyerson, D. & Martin, J. (1987) 'Cultural change: An integration of three different view', *Journal of Management Studies* 24(6): 623-647.

Mintzberg, H. (1987) 'Crafting strategy', *Harvard Business Review* 65(4): 66-75.
Pettigrew, A. (1992) 'The Character and Significance of Strategy Process Research', *Strategic Management Journal* 13(Winter Special Issue: Fundamental Themes in Strategy Process Research: 5-16.

2. Organizational learning

Brown, J.S. & Duguid, P. (1991) 'Organizational learning and communities-of-practice: To-ward a unified view of working, learning, and innovation', *Organization Science* 2(1): 40-57.
Contu, A. & Willmott, H. (2003) 'Re-embedding situatedness: The importance of power relations in learning theory', *Organization Science* 14(3): 283-296.
March, J. (1991) 'Exploration and exploitation in organizational learning', *Organization Science* 2(1): 71-88.
Nonaka, I. (1994) 'A dynamic theory of organizational knowledge creation', *Organization Science* 5(1): 14-37.
Senge, P. (1990) 'The leaders' new work: Building learning organizations', *Sloan Management Review* 32(1): 7-23.
Senge, P. (1991) 'The learning organization made plain', *Training & Development* 45 (10): 37-44.

3. Organizational environment

Child, J. (1997) 'Strategic choice in the analysis of action, structure, organizations and environment: Retrospect and prospect', *Organization Studies* 18(1): 43-76.
Chiles, T., Meyer, A. & Hench, T. (2004) 'Organizational emergence: The origin and transformation of Branson, Missouri's musical theatres', *Organization Science* 499-519.
Eisenhardt, K. & Brown, S. (1999) 'Patching - Restitching business portfolios in dynamic markets', *Harvard Business Review* 77(3): 72-82.
Greenwood, R. & Hinings, C.R. (1996) 'Understanding radical organizational change: Bringing together the old and new institutionalism', *Administrative Science Quarterly* 21 (4): 1022-1054.
Hannan, M.T. & Freeman, J. (1977) 'Population ecology of organizations', *American Journal of Sociology* 82(5): 929-964.
Kanter, R.M. (1991) 'Transcending business boundaries – 12,000 world managers view change', *Harvard Business Review* 69(3): 151-164.
Kanter, R.M. (2003) 'Thriving locally in the global economy', *Harvard Business Review* 81(8): 119-127.

4. Power and resistance

Badham, R., Garrety, K., Murrigan, V., Zanko, M. & Dawson, P. (2003) 'Designer deviance: Enterprise and deviance in culture change programmes', *Organization* 10(4): 707-730.
Fingham, R. (1999) 'The consultant-client relationship: Critical perspectives on the management of organizational change', *Journal of Management Studies* 36(3): 335-351.
Grey, C. & Mitev, N. (1995) 'Re-engineering organizations: A critical appraisal', *Personnel Review* 24(1): 6-18.
Hardy, C. (1996) 'Understanding power: Bringing about strategic change', *British Journal of Management* 7(special issue March): s3-s16.
Stebel, P. (1996) 'Why do employees resist change?', *Harvard Business Review* 74(3): 86-92.
Sturdy, A. & Grey, C. (2003) 'Beneath and beyond organizational change management: Exploring alternatives', *Organization* 10(4): 651-662.