



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

Revised 2010-11-12. Revision due to translation into Swedish.

The course syllabus is valid from spring semester 2011

Prerequisites

Business Administration 1-90 credits of which 15 credits is an independent project (degree project) on 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
- have an advanced knowledge in identifying, critically analyzing and solving concrete problems when handling strategic organizational changes in dynamic organizations
- demonstrate a problematized knowledge through application of relevant theoretical perspectives on concrete problems in dynamic organizations
- through appropriate methodology, fieldwork reports and a Master thesis demonstrate an applied knowledge in analyzing dynamic organizations on an advanced level, and to be able to give recommendations to dynamic organizations

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
- Master thesis (15 credits)

Type of Instruction

The first module (Module 1, 15 Credits) consists of lectures, seminars and a fieldwork report. The second module (Module 2, 15 Credits) is constituted by a Master thesis course, including a seminar series.

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 portfolio.

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) an independent project (degree project) on the topic of strategic management in dynamic organizations.

The independent project (degree project) constitutes 70% of the final grade on module 2, and your presentations, peer reviews and participation in seminars constitute 30%.

Results are graded using one of the terms Passed with distinction (80% -100%), Pass (60%-79%) or Fail (0%-59%), and A-F according to the ECTS scale.

Students who do not achieve a satisfactory result in the examinations (please note this does not apply to the independent project (degree project)) are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the syllabus to which the student was accepted. Usually 3 occasions per academic year.

Course Evaluation

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

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.
- Ashmos Plowman, D., Baker, L. T., Beck, T. E., Kulkarni, M., Thomas Solansky, S., & Villarreal Travis, D. (2007). 'Radical Change Accidentally: The Emergence and Amplification of Small Change', *Academy of Management Journal* 50(3): 515-543.
- Beck, R. (1987). 'Visions, values, and strategies: Changing attitudes and culture',

Academy of Management Executive 1(1): 33-41.
Kotter, J. (1995). 'Leading change: Why transformation efforts fail', *Harvard Business Review* 73(2): 59-67.
Marshall, J., & Adamic, M. (2010). 'The story is the message: shaping corporate culture', *Journal of Business Strategy* 31(2): 18-23.
McMillan, C. (2010). 'Five competitive forces of effective leadership and innovation', *Journal of Business Strategy* 31(1): 11-22.
Meyerson, D., & Martin, J. (1987). 'Cultural change: An integration of three different views', *Journal of Management Studies* 24(6): 623-647.
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: Toward 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.
Newell, S., Scarborough, H., & Swan, J. (2010). 'Why don't (or do) organizations learn from projects?', *Management Learning* 41(3): 325-344.
Nonaka, I. (1994). 'A dynamic theory of organizational knowledge creation', *Organization Science* 5(1): 14-37.
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* 15(5): 499-519.
Greenwood, R. & Hinings, C.R. (1996). 'Understanding radical organizational change: Bringing together the old and new institutionalism', *Academy of Management Review* 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. (2003). 'Thriving locally in the global economy', *Harvard Business Review* 81(8): 119-127.
King, B. G., Felin, T. & Whetten, D. A. (2010). 'Finding the Organization in Organizational Theory: A Meta-Theory of the Organization as a Social Actor', *Organization Science* 21(1): 290-305.

4. Power and resistance

Badham, R., Garrety, K., Morrigan, V., Zanko, M., & Dawson, P. (2003). 'Designer deviance: Enterprise and deviance in culture change programmes', *Organization* 10(4): 707-730.
Erwin, D. G. & Garman, A. N. (2009). 'Resistance to organizational change: linking research and practice', *Leadership & Organization Development Journal* 31(1): 39-56.
Fincham, 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.

Strebel, 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.