



**LUND**  
UNIVERSITY

School of Economics and Management

## **BUSN40, Knowledge Work and Organization, 7.5 credits** *Knowledge Work and Organization, 7,5 högskolepoäng* Second Cycle / Avancerad nivå

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### **Details of approval**

The syllabus was approved by Academic Director of Studies at Department of Business Administration on 2016-04-28 and was last revised on 2017-10-16. The revised syllabus applies from 2017-10-16, autumn semester 2017.

### **General Information**

BUSN40 is a course in Business Administration at the advanced level.

*Language of instruction:* English

The course is offered in English, students must therefore be able to communicate in English both orally and in writing.

*Main field of studies*

Business Administration

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### **Learning outcomes**

A passing grade on the course will be awarded to students who:

#### **Knowledge and understanding**

- Demonstrate thorough knowledge and understanding of the perspectives, theories, and concepts that are presented throughout the course.
- Can develop critical approaches on the phenomena under study, including a gender perspective.

#### **Competence and skills**

- Demonstrate understanding of the practical tensions between managing for both change and continuity in contexts where organizations are increasingly dependent on the strategic management of human resources and knowledge.

- Demonstrate an in-depth understanding of the contexts facing contemporary managers and the relations between strategy, organization, leadership, HRM, and work conditions in professional service firms, high tech companies and public sector organizations.
- Demonstrate an ability to communicate in English on issues, debates and problems in the field, both orally and in writing.
- Can work both individually and as a member of a group with students from different cultures, in order to solve practical problems as well as manage a more extensive project.

### **Judgement and approach**

- Demonstrate an ability to select and evaluate different theories in relation to specific practical problems.
- Can follow the development of the knowledge management field through journal articles and research oriented books as well as the more popular press.

### **Course content**

The objective of the course is to enhance and deepen students' knowledge and understanding of knowledge-intensive firms and organizations, by addressing the theme of knowledge in the economy and in contemporary companies/organizations. In particular, the course focuses on the management of knowledge-intensive organizations. The emphasis is on the business sector, but a range of different occupations and organizations are addressed, including management consultancy, high tech, accounting, and healthcare organizations.

The concept of knowledge is presented and its significance in contemporary society is discussed. A historical perspective on the emergence of what has been defined as "knowledge-intensive" firms during the past decades is provided. Further the particular characteristics of knowledge-intensive firms and organizations are identified and described.

Another main topic of the course is the people working in knowledge-intensive firms/organizations, i.e. the knowledge workers. One way to describe the knowledge worker is in comparison with what might be called a "traditional" profession. Such a comparison, in different dimensions, gives additional insight to the distinctiveness of occupations that can be defined as knowledge workers.

Given that knowledge-intensive organizations, their employees, and the products/services they produce differ from the prevailing firm, it is of great interest to scrutinize their strategy, management, and marketing. How can the knowledge worker be managed considering for instance that he/she might possess more knowledge than the managers themselves? Factors within HRM, such as recruitment, retainment, training, and development, are also discussed, as well as the importance of identity and image to knowledge-intensive firms.

Knowledge-intensive organizations or firms can also be seen as communities of practice formed by occupations producing and reproducing knowledge in that practice. To illustrate and give examples of knowledge-intensive firms/organizations and occupations/professions, examples are provided from studies of, amongst others, consultancy/consultants, R & D/inventors, and hospitals/doctors.

### **Course design**

Instruction takes place primarily through lectures and seminars. Students are expected

to participate actively throughout the course by preparing for and taking part in discussions at the seminars

## Assessment

Grading takes place on the basis of work assignments, seminar presentations, and a final paper. The attainment of learning outcomes is partly examined and graded collectively in a written and oral group assignment, and partly in the final paper which is graded individually. Obligatory attendance and active participation are required on all parts of the course. After each examination there will be opportunities for students to take subsequent examination resits or to undertake supplementary examination tasks as appropriate.

The examiner, in consultation with Disability Support Services, may deviate from the regular form of examination in order to provide a permanently disabled student with a form of examination equivalent to that of a student without a disability.

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

At the School of Economics and Management grades are awarded in accordance with a criterion-based grading scale A-U (A-F). Students have to receive a grade of E or higher in order to pass a course.

**Grade** (Definition) Points or % out of maximum points. Characteristic.

**A** (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**F** (U) (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale: Pass (D) / Fail U (F).

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## **Entry requirements**

Students admitted to a Master Programme where this course is either a compulsory or elective part, are qualified for the course. For other students, at least 60 UCP or ECTS in Business Administration are required. These must include a course in basic Business Administration (e.g. FEKA90 Business Administration: Introductory Course in Business Administration).

*Specific admission requirements:*

While not mandatory, it is recommended that the students have a bachelor major in Organization or Strategy.

## **Further information**

The course BUSN40 cannot be combined with BUSM11 in a degree.

In case of closure of the course: Within three semesters after the course closure, three additional occasions for examination of respective examination part of the course will be offered for students without successful result. Note that after this you can get a certificate only regarding completed examination parts.

## Subcourses in BUSN40, Knowledge Work and Organization

### Applies from H23

- 2301 Written exam, 6,0 hp  
Grading scale: Fail, Pass
- 2302 Group assignment, 1,5 hp  
Grading scale: Fail, Pass
- 2303 Quiz 1, 0,0 hp  
Grading scale: Fail, Pass
- 2304 Quiz 2, 0,0 hp  
Grading scale: Fail, Pass
- 2305 Quiz 3, 0,0 hp  
Grading scale: Fail, Pass

### Applies from H11

- 1101 Knowledge Work and Organization, 7,5 hp  
Grading scale: Fail, E, D, C, B, A