



School of Economics and Management

BUSN45, Strategic Change and Leadership, 7.5 credits

Strategic Change and Leadership, 7,5 högskolepoäng

Second Cycle / Avancerad nivå

Details of approval

The syllabus was approved by Academic Director of Studies at Department of Business Administration on 2016-04-29 to be valid from 2016-04-29, autumn semester 2016.

General Information

BUSN45 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

A1F, Second cycle, has second-cycle course/s as entry requirements

Learning outcomes

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

Knowledge and understanding

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

Competence and skills

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

- Have competencies in the application of theories and models to empirical data, for example that pertaining to practical management problems on the themes of strategic change and the management of people and knowledge as well as more theoretical, academic issues.
- Have an in-depth understanding of the roles of communication i.e. the expression, negotiation and translation of ideas, beliefs and understandings in contemporary organisations and what these mean for the practising manager.
- Have an ability to communicate in English on issues, debates and problems in the field both orally and in writing.

Judgement and approach

- Can follow the development of knowledge in the fields of organisational theory, strategy, leadership, knowledge management and strategic human resource management through journal articles and research oriented books as well as the more popular press.
- 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.

Course content

The course takes an interpretive perspective of strategic change, organizational culture, identity and leadership and addresses the role of meanings, values, symbolism and identity as crucial elements in organizational life, including corporate change and leadership. Communication and the expression, negotiation and translation of ideas, beliefs and understandings are seen as key elements in making organizations work and in managerial action.

An important topic of the course focuses the situation of the manager: managerial work and leadership in the context of strategy, organizational culture and identity. Also the more stressful aspects of work are addressed within a broader organizational strategic and cultural context. How managers experience themselves as managers and as leaders in an organizational context is here central. Important here is to understand how people interpret the idea of being leaders exercising leadership.

An additional part deals with issues around cultural and identity changes in organizations, both on the collective and individual levels. How people work with, respond to and comply with or resist changes is illuminated.

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 seminar discussions, work assignment and a final paper. The literature is partly examined and graded collectively in seminars, where students report on their reading of the literature, 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 resist or undertake supplementary examination tasks as appropriate.

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.

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-cr in Business Administration is required. These must include a course in basic Business Administration (e.g. FEKA90 Business Administration: Introductory course in Business Administration).

Further information

The course BUSN45 Strategic change & Leadership cannot be combined with the courses BUSM10 or BUSM16 in a degree.

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

Subcourses in BUSN45, Strategic Change and Leadership

Applies from V12

1101 Strategic Change and Leadership, 7,5 hp
Grading scale: Fail, E, D, C, B, A