



School of Economics and Management

MGTN45, Management: Leadership, Learning and Change, 3 credits

Management: Leadership, Learning and Change, 3 högskolepoäng
Second Cycle / Avancerad nivå

Details of approval

The syllabus was approved by The Board of the Department of Business Administration on 2014-11-18 to be valid from 2015-01-19, spring semester 2015.

General Information

The course is a master level course within the Master programme of Science in Management where this course is compulsory.

Language of instruction: English

Main field of studies

Management

Depth of study relative to the degree requirements

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

Learning outcomes

The course goal is to develop the students' knowledge of the context of management, especially a critical and qualified understanding of leadership and its significance for accomplishing learning as well as strategic and organizational change in contemporary organizations.

Knowledge and understanding

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

- demonstrate a thorough knowledge and understanding of the perspectives, theories and concepts that are presented and discussed within leadership, learning and change, especially interpretive approaches
- demonstrate an understanding of how to critically position themselves – in managerial terms - in relation to various theoretical traditions within leadership & change

- can develop critical approaches on the phenomena *under study* including a gender approach.

Competence and skills

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

- demonstrate understanding of the practical tensions between managing for both change and continuity in contexts where organisations are increasingly dependent on the strategic leadership of human resources and knowledge
- demonstrate competencies in the application of theories and models to empirical data, for example that pertaining to practical management problems on the themes of learning and change and the leadership of people and knowledge as well as more theoretical, academic issues
- demonstrate an in-depth understanding of the roles of communication i.e. the expression, negotiation and translation of ideas, meaning and understandings in contemporary organisations and the significance of these for the practising manager in terms of leadership, learning and change.

Judgement and approach

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

- can follow the development of knowledge in the fields of leadership, organizational learning and change 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 contexts and background in order to solve practical problems as well as manage a more extensive project
- can demonstrate an ability to identify the personal need for improved knowledge and take responsibility for his or her on-going learning.

Course content

The course contains the following parts:

- The course takes mainly an interpretive perspective of leadership, learning and change and addresses the role of meanings, values, symbolism and identity as crucial elements in organizational life, including organizational change. 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 change and the increasingly significance of accomplishing a learning organization. Also the more stressful aspects of work are addressed within a broader organizational strategic and cultural context. How managers experience themselves as leaders and facilitators of learning and change 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 organizational changes is illuminated.

Course design

The course consists of lectures, seminars and presentations (group or individual). The structure of the course is further communicated in *Course Instructions* (distributed separately).

Assessment

Assessment and grading are based on two parts, equally worth 50% of the final grade:

1. An individual or group assignment which is presented and discussed at a seminar (group or individual). The focus of the assignment is on the ability to present, apply and discuss the contents of the course.
2. An individual written examination that focuses on the understanding of core concepts and models of the course.

A student who does not pass the assignment (1) will be given an extra assignment.

A student who does not pass the written examination (2) will be given opportunities for a re-sit examination.

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).

If a written exam is included in the examination: A student who is graded Fail after two examinations on the written exam has the opportunity to request an additional task. The grade of this additional task is U or E and should be made no later than the semester following the semester when the student was registered at the course.

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 the programme Master of Science in Management, where this course is a compulsory part, are qualified for the course.

Further information

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 MGTN45, Management: Leadership, Learning and Change

Applies from H15

- 1411 Assignment, 1,5 hp
Grading scale: Fail, Pass
- 1412 Written exam, 1,5 hp
Grading scale: Fail, Pass

Applies from V15

- 1401 Management: Leadership, Learning and Change, 3,0 hp
Grading scale: Fail, E, D, C, B, A