



**LUND**  
UNIVERSITY

School of Economics and Management

## **MGTN46, Management: Learning, Development and Change in Management and Organisations, 6 credits**

*Management: Lärande, utveckling och förändring i individer och  
organisationer, 6 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 2016-03-18 and was last revised on 2017-10-17. The revised syllabus applies from 2017-10-17, autumn semester 2017.

### **General Information**

MGTN46 is a course in Business Administration at the advanced level.

*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 goals are to develop the students' theoretical knowledge of theories, models and concepts as well as skills and abilities related to:

1. The theories and praxis of managing development, learning and change in organisations
2. The theories and praxis of managing development, learning and change in individuals
3. The theories and praxis of managing ones own development, learning and change as a manager

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

### **Knowledge and understanding**

- Demonstrate knowledge and understanding of fundamental theories and models in the above knowledge areas
- Demonstrate knowledge and understanding of research behind the above knowledge areas
- Demonstrate knowledge and understanding of how the above theories and models are applied in organisations

### **Competence and skills**

- Are able to identify and analyse the strength and weakness in the discussed theories and models incl their applicability in a management context
- Can use the discussed theories and models in analysing relevant issues in various managerial situations
- Can use the discussed theories and models in the various managerial situations provided in the course
- Can reflect on their own competence and skill in applying the discussed theories and models

### **Judgement and approach**

- Demonstrate an ability to reflect on and critically discuss the discussed theories and their application
- Demonstrate the ability to reflect on ethical aspects of applying the discussed theories and models
- Demonstrate the ability to assess their own understanding of and application of the theories and models discussed

### **Course content**

Learning, development and change are important aspects of managerial practice. This course provides a broad overview of some key aspects of management/managing both on an academic and explicit level and on a pragmatic and tacit level. The contents of the course is divided into the following parts:

1. *Theories and praxis of learning, development and change in organisations.* An organisations ability to develop and change is essential. Hence change management is an important part of managing. The course will give an overview of theories and models on organisational change and change management.
2. *The theories and praxis of managing development, learning and change in individuals.* An important part of Management is to develop individuals in line with organisational needs. The course will give an overview of theories and models regarding how adults learn and develop.
3. *The theories and praxis of managing ones on development, learning and change as a manager.* Successful management is based both on tacit and explicit competence. It is also personal and situational. The course will provide tools for continues personal learning and development as a Manager.
4. *The theoretical and pragmatic aspects of management careers.* Managers operate on a "management market" and therefor need to understand how these markets work. Building a personal brand and building a career plan is important. The course will present models and tools for personal branding and models for various types of careers.

## Course design

The course consists partly of lectures, discussions and student presentations and partly of various workshops and student projects. The structure of the course is further communicated in Course Instructions (distributed separately). The course runs over two semesters and parallel with other courses in the program. The fall semester (part A) is 3 credits and the spring semester (part B) is 3 credits.

## Assessment

Assessment and grading are based on two parts:

1. One or more group assignments presented and discussed in class focusing on the ability to apply, present and discuss the content of the course.
2. An individual written report from their shadowing of a designated manager-in-work.
3. A continues, individual written learning journal where students document, analyse and reflect on their individual learning and development in the program.
4. Participation in tutorials focusing on student's learning and development in the program.

A student who does not pass the assignment(s) (1) will be given an extra assignment. A student who does not pass the individual written report (2) will be given an extra assignment. A student who does not pass the individual written learning journal (3) will be given an extra assignment. A student who does not pass the tutorials (4) will be given an extra assignment.

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.

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

## **Further information**

The course MGTN46 cannot be combined with MGTN41, MGTN42 or MGTN44 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 MGTN46, Management: Learning, Development and Change in Management and Organisations

Applies from H16

- 1601 Written team assignment, 1,5 hp  
Grading scale: Fail, Pass
- 1602 Written individual assignment "Learning journal", 1,0 hp  
Grading scale: Fail, Pass
- 1603 Individual participation in "Tutorial", 0,5 hp  
Grading scale: Fail, Pass
- 1604 Written individual assignment "Shadowing", 1,5 hp  
Grading scale: Fail, Pass
- 1605 Written individual assignment "Learning journal", 1,0 hp  
Grading scale: Fail, Pass
- 1606 Individual participation in "Tutorial" part 2, 0,5 hp  
Grading scale: Fail, Pass