



**LUND**  
UNIVERSITY

School of Economics and Management

## **FEKE14, Leadership in Complex and Uncertain Environments, 2.5 credits**

*Ledarskap i komplexa och osäkra situationer, 2,5 högskolepoäng*  
First Cycle / Grundnivå

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### **Details of approval**

The syllabus was approved by The Board of the Department of Business Administration on 2022-11-22 to be valid from 2022-11-22, autumn semester 2023.

### **General Information**

The course is particularly appropriate for persons with previous experience of academic studies and relevant work experience. The course has a clear practical approach, and the studies benefit from opportunities for immediate use of the knowledge conveyed in the course.

*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*

GXX, First cycle, in-depth level of the course cannot be classified

### **Learning outcomes**

The overall aim of the course is to create an understanding of how complex situations make demands on leaders and how, as a leader, you can meet these demands. The goal is also for the students to be able to apply the language and models of the course in concrete leadership situations.

A passing grade on the course is given to students who demonstrate the ability to:

#### **Knowledge and understanding**

- Understand the differences between simple, complicated and complex situations, and problems
- Understand requirements and models for leadership in complex situations

This is a translation of the course syllabus approved in Swedish

- Understand the basics of developing leadership skills in complex situations

### **Competence and skills**

- Apply the knowledge and understanding described above in practice
- Convey insights from the application of the knowledge and understanding described above

### **Judgement and approach**

- Evaluate the usefulness and relevance of the knowledge and understanding described above in practice
- Critically and constructively review the material conveyed in the course
- Identify individual need for further development regarding the overall objectives of the course

### **Course content**

Companies and organizations find themselves in increasingly more complex and difficult-to-interpret situations that are often described as changing, unpredictable and ambiguous. This has consequences for the need for and forms of leadership. The course conveys and practices the use of a language, concepts, models and tools to describe and analyze leadership in complex situations.

The course has the following focus areas:

- Basic understanding of the prerequisites for leadership in simple, complicated and complex situations
- Basic understanding of models and tools for leadership in complex situations
- Basic understanding of adult maturation processes and how these are related to the ability to lead in complex situations

### **Course design**

The teaching is online-based and consists of lectures, lessons, group exercises and work with reports of various kind. The course conveys a selection of basic concepts, theories, and models. The course also contains parts with practical applications, preferably with focus on the students' own experiences and relevant challenges.

### **Assessment**

The course is examined through:

1. An individual report with a focus on practical application (2 credits) P/F
2. An individual quiz with a focus on theoretical understanding (0.5 credits) P/F

For the possibility of a higher grade on the course, in addition to the above, the following is required:

3. An individual report and an associated seminar (0 credits) (A-E/F). This part of the examination is optional.

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.

To pass the course - grade E - and obtain registered course points, the following is required:

1. An approved result (Pass) on the individual report with focus on practical application
2. An approved result (Pass) on the individual quiz focusing theoretical understanding.

To have the possibility of receiving a grade higher than E the following is required:

3. An individual report with an associated seminar. This examination task is optional.

## **Entry requirements**

120 credits of university studies or equivalent. English B.

## **Further information**

It is recommended that applicants have at least two years of work experience.

## Subcourses in FEKE14, Leadership in Complex and Uncertain Environments

Applies from H23

- 2301 An individual report with a focus on practical application, 2,0 hp  
Grading scale: Fail, Pass
- 2302 An individual quiz with a focus on theoretical understanding, 0,5 hp  
Grading scale: Fail, Pass
- 2303 An individual report and an associated seminar, 0,0 hp  
Grading scale: Fail, E, D, C, B, A