



**LUND**  
UNIVERSITY

School of Economics and Management

## **FEKE15, Leading Change in Complex and Uncertain Environments, 2.5 credits**

*Att leda förändring 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 insight and familiarity with the language, concepts, models and tools to create change in complex situations. The goal is also for the students to be able to formulate concrete plans for processes to create change in complex situations.

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

### **Knowledge and understanding**

- Understand the foundations of basic models of organizational change
- Understand fundamental challenges with organizational change in complex

This is a translation of the course syllabus approved in Swedish

- situations
- Understand the basics of relevant models for organizational change 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 competence development regarding the overall objectives of the course

### **Course content**

Companies and organizations find themselves in increasingly more complex and difficult-to-interpret situations and are in themselves complex systems in development. This has consequences for how to successfully lead organizational change processes. The course conveys and practices the use of a language, concepts, models and tools to lead change in complex situations and complex organizations.

The course has the following focus areas:

- The basics of predominant theories and models for organizational change
- Central challenges for learning and change in complex situations and complex organizations
- Models and tools for change leadership in complex situations

### **Course design**

The teaching is online-based and consists of lectures, lessons, group exercises and work with reports of various kinds. The course conveys a selection of basic concepts, theories, and models. The course also contains elements of practical application, preferably with a 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/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 FEKE15, Leading Change 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 understand, 0,5 hp  
Grading scale: Fail, Pass
- 2303 An individual report and an associated seminar (0 credits, 0,0 hp  
Grading scale: Fail, E, D, C, B, A