



LUND
UNIVERSITY

School of Economics and Management

FEKE16, Organizing for Complexity, 2.5 credits
Att organisera för komplexa uppgifter och i komplexa miljöer, 2,5
högskolepoäng
First Cycle / Grundnivå

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 develop organizations' ability to manage internal and external complexity. The goal is also for the students to be able to make concrete analyzes of which organizational challenges the complexity creates and which organizational principles can be used to manage the complexity.

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

Knowledge and understanding

- Understand the basics of various commonly used organizing principles
- Understand how different levels of complexity and predictability affect organizational capabilities
- Understand the basics of principles for organizing 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

Traditional principles for how to manage and control organizations are, to a large extent, based on assumptions of relatively low internal and external complexity and a relatively high degree of predictability. Organizations are inherently and increasingly more complex and find themselves in increasingly complex and difficult-to-interpret situations often described as changing, unpredictable and ambiguous. The complexity has consequences for how you can organize yourself to manage and control the business. The course conveys and practices the use of language, concepts, models and tools to understand how high complexity affects various organizational solutions. The course also conveys newer organizational principles for managing high complexity.

The course has the following focus areas:

- Basic theories and models for organizing
- Central challenges for organizing in complex situations
- Basic principles for organizing 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-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.

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.