

## **MGTO12, Management: Strategic Thinking and Acting in a Complex World, 5 credits**

*Management: Strategiskt tänkande och handlande i en komplex värld, 5 högskolepoäng*  
**Second Cycle / Avancerad nivå**

---

### **Details of approval**

The syllabus is an old version, approved by The Board of the Department of Business Administration on 2020-05-19 and was valid from 2020-05-26 , spring semester 2021.

### **General Information**

*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:

- Theories and praxis of managing and navigating in a complex and uncertain environment
- Theories and praxis of forecasting in complex and uncertain environment
- Theories and praxis of managing organizational learning and development in order to cope with complex and uncertain environments
- Theories and praxis of managing one's own learning and development in order to cope with complex and uncertain environment

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 different organizational settings and situations.

### **Competence and skills**

- Are able to identify and analyse the strength and weakness in the discussed theories and models including 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**

Managers and organisations are acting in increasingly more complex current environments and navigating towards increasingly more complex and uncertain future environments. This has profound consequences for individual managers as well as for organisations. The ability to reason under such conditions is one important dimension. Hence an understanding of cognitive theory and cognitive development is valuable. Acting under these conditions is another important dimension. Individual and organisational learning in action and so-called ambidextrous abilities are core aspects. The content of the course is divided into the following parts:

- Theories of complexity and uncertainty as it applies to management.
- Theories and praxis of foresight as it applies to management.
- Theories and praxis about cognitive development for individuals and in organisations.
- Theories and praxis of strategic thinking and decision-making.

### **Course design**

The course consists partly of lectures, discussions and student presentations and partly of various workshops and student projects.

## Assessment

Assessment and grading are based on two parts:

1. One or more group written assignment(s) presented and discussed in class focusing on the ability to apply, present and discuss the content of the course.
2. One or more individual written assignment(s) presented and discussed in class focusing on the ability to apply, present and discuss the content of the course.

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

A student who does not pass the individual written assignment(s) (2) will be given an extra assignment(s).

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.

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**

An undergraduate degree (BA/BSc) equivalent to 180 credits  
English 6/English course B.

**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.