



APPLIES TO ACADEMIC YEAR 2004/2005

## GRA 2425 Change Management

### Program

Advanced Specialization Course (MSc), Master of Science in Business (Organizational Psychology), Master of Science in Leadership and Organizational Psychology, Master of Science in Marketing (Management)

### Responsible for the course

Johan Olaisen, Tom Rosendahl

### Department

Leadership and Organizational Management

### Term

According to study plan

### ECTS Credits

6

### Objective

Organizations have to deal with developing and changing markets, which involves new demands for competence-based management, cooperation and communication. This specialization will provide students with the knowledge and competence to understand and participate in change processes. These change processes often affect both the whole organization and the larger network of which they are part. In such contexts it will also be useful to understand the importance of intellectual capital management and e-business. The course will provide students with knowledge and insight into concepts and models that lead to well-founded, proactive conduct.

### Prerequisites

GRA2417 Leadership

### Compulsory literature

von Krogh, Georg, Kazuo Ichijo and Ikujiro Nonaka. 2000. *Enabling knowledge creation : how to unlock the mystery of tacit knowledge and release the power of innovation*. Oxford University Press.

Normann, Richard. 2001. *Reframing busine: when the map changes the landscape* . John Wiley.

BI, 2004 : *Collection of a rticles* .

### Recommended literature

Teece, David. 2000. *ManagingIntellectual capital* . Oxford University press.

### Course outline

Change management in an organization theory perspective

A strategic perspective on organizations and organizational structures

Competence-driven change management for knowledge-based organizations

Change management with an emphasis on external driving forces

Intellectual capital management, marketing communication and e-business

### Computer-based tools

Presentation tool such as PowerPoint

### Course structure

The teaching is based on modern educational principles and varies between traditional lectures, cases, examples from films, class discussions and participant contributions. The aim is to provide participants with relevant and useful knowledge and competence. Lectures are given on a fixed day of the week, 36 hours in total.

**Evaluation**

70% - Term paper

30% - Written examination (2 hours)

Both evaluations must be passed.

**Evaluation code(s)**

GRA24251 Term paper and written examination, accounts for 100% of the final grade in the course GRA 2425, 6 credits.

**Aids at the examination**

Bilingual Dictionary

**Makeup exam**

The next time the course is offered.