



APPLIES TO ACADEMIC YEAR 2010/2011

GRA 2425 Change Management

Programme

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

Responsible for the course

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

The course will deal with the impact of the knowledge and communication economy on strategic and leadership change processes. How does the knowledge and communication economy affect knowledge processes in organizations, and what bearing clues do this have on the strategic choices facing the organization.

We will identify the principal forces driving the knowledge and communication economy, examine and analyze how, with the help of various models from future research, these factors affect the future focus. Knowledge can be divided into explicit and tacit knowledge, and throughout the recent years there has been a growing interest for the latest perspective. Core competence is often understood as tacit knowledge that cannot be copied.

The course will go through the concepts of knowledge, information and competence with emphasis on how knowledge can be managed and organized to change organizations. This course will, from a theoretical perspective, examine various models of leadership and change management in knowledge based production and draw upon relevant theory from organizational psychology. From the practical perspective, the course will introduce the students to models and methodologies for how an organization can be changed to be able create its own future.

Learning outcome

The goal of this course is to understand how a corporation can create its own future, instead of adapting to what happens. The relationship to the world around the company will be central in this course. The company's relationship to the external surroundings/factors will be central in this course. Obstacles to change efforts will be addressed, particularly true obstacles of psychological relevance such as communication, dialogue, group functioning and systemic perspectives on human behavior. This should be seen in the light of new organizational forms and new forms of management in the networked based economy.

In this course, we will be working with knowledge-based companies trying to maximize a high level of external and internal complexity. We will work with cases and tools to see how the organizations can form their own future through necessary changes.

Learning outcome for students:

The student should learn to work in change processes, and be able to give advice whether the organization needs

- A systematic plan of action that carefully sets out and sequences the various stages of change
- To understand that they are constantly evolving, with efforts, experiments and other types of ongoing change initiatives
- Live with change processes that can take on different characters at different times. (Some times an "emergent process is just not fast enough")

Prerequisites

GRA 2205 Organizational Behaviour or eq.

Compulsory reading

Books:

Beer, Michael and Nitin Nohria, eds. 2000. Breaking the code of change. Boston, Mass. : Harvard Business School

Other:

Artikkelsamling: A collection of research articles will be made available at the start of the course

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Recommended reading**Books:**

Drucker, Peter F. 2007. Management challenges for the 21st century. Rev. ed. Amsterdam: Elsevier : Butterworth-Heinemann

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

Normann, Richard. 2001. Reframing business : when the map changes the landscape. Chichester : Wiley

Course outline

- A strategic perspective on organizations, organizational structures, and organizational change
- Discussing different approaches to organizational change, related to: Purpose of change, Leadership and change, Focus of change, Planning of change, Motivation for change, Consultants' role in change, and Research on change
- Change management with an emphasis on organizational psychology
- Intellectual capital management and inter-organizational communication
- Visionary leadership and Creativity and innovation
- Stress the importance of participation from management and affected employees in the process
- How users can be actively involved to identify promising ways to interpret and apply new solutions, and discussing resistance to change

Computer-based tools

Presentation tool such as PowerPoint. It's learning

Learning process and workload

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.

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

Please note that while attendance is not compulsory in all courses, it is the students responsibility to obtain any information provided in class that is not included on the course homepage/It's learning or text book.

Examination

50% - Term paper - Individually or in groups of up to three students on the term paper

25% - Written examination (2 hours)

25% - Plan for Term Paper, required presentation (1/2 hour).

All evaluations must be passed in order to obtain a passing grade in the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

Examination code(s)

GRA 24251 accounts for 100% of the final grade in the course GRA 2425.

Examination support materials

A bilingual dictionary. Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary. <http://www.bi.edu/studenthandbook/examaids>

Re-sit examination

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.

Where this is the case, you may retake only the assessed components of one of these exam codes.

Where this is not the case, all of the assessed components of the course must be retaken.

All retaken examinations will incur an additional fee.

Additional information

Honor Code

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating. These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.