MAN 2119/2120/2282/2283 Change Management

Programme
Final Master of Management Program, Master of Management Program

Responsible for the course
Bjørn Hennestad, Øivind Revang

Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
30

Language of instruction
Norwegian

Introduction

Learning outcome

Prerequisites
Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

Compulsory reading
Books:
2011. HBR's 10 must read : on change. Harvard Business Review Press
Bolman, Lee G. og Terrence E. Deal. 2009. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 4. utg. Gyldendal akademisk
Fullan. Michael. 2011. Change leader : learning to do what matters most. Jossey Bass
Hennestad, Bjørn W. og Øivind Revang. 2012. Endringsledelse og ledelsesendring : endringslæring for praktisk orienterte teoretikere og reflekterte praktikere. 2. utg. Universitetsforlaget
Krokan, Arne. 2010. Den digitale økonomien : om digitale tjenester, forretningsutvikling og forretningsmodeller i det digitale nettsamfunnet. Cappelen akademisk forlag
Newell, Sue ... [et al.]. 2009. Managing knowledge work and innovation. 2nd ed. Palgrave Macmillan
Pfeffer, Jeffrey and Robert I. Sutton. 2000. The knowing-doing gap : how smart companies turn knowledge into action. Harvard Business School Press. 263 s.
Spector, Bert. 2012. Implementing organizational change : theory into practice. 3rd ed. Pearson

Articles:
Ariely, Dan, Uri Gneezy, Georg Loewenstein and Nina Mazar. 2009. Large Stakes and Big Mistakes. Review of Economic Studies. No 76. 451-469
Beer, M and Eisenstat. 2000. The Silent killer of Strategy Implementation and Learning. Sloan Management Review. 41 (4). p. 29-40
Beer, M and Nohria. 2000. Cracking the code of change. Harvard Business Review. june-july. p. 131-141
Beer, M. 2003. Why Total Quality Management Programs Do Not Persist. Decision Sciences. 34 (4). p. 623-42
Brown, John S. and Paul Duguid. 2002. Knowledge and Organization : A Social –Practice Perspective. Organizational Science. 12 (2). s. 198-213
Burnes, B. 2004. Emergent and planned change - competitors or allies. International Journal of Operations & Production Management. 24 (9). p. 886-902
Burnes, B. 2004. Kurt Lewin and the Planned Approach to Change: A Re-appraisal. Journal of

Management
Børjesson, S. and F. Dahlsten. 2004. Management action in developing market orientation: a report from customer knowledge project at Volvo Cars. Decision Sciences. 4 (2), June. p. 141-154

Dahle, Yngve, Patrick Verde og Sjur Dagestad. 2010. Hva er en forretningsmodell? i Vekstbedriften. I: Dahle, Yngve, Patrick Verde, Sjur Dagestad : Vekstbedriften : fra innovasjon til lønnsom drift. Universitetsforlaget. s 57-8

Eisenbach, R., K. Watson and R. Pillai. 1999. Tranformational leadership in the context of organizational change. Journal of Organizational Change. 12 (2). p.80-88

Gouillart, F. J. and F.D. Sturdivant. 1994. Spend a day in the life of your customers. Harvard Business Review. 72 (1) Jan/Feb. p. 116-125

Hennestad, Bjørn W. 1998. Empowering by de-depowering: towards a HR strategy for realizing the power of empowerment. The International Journal of Human Resource Management. 9 (5). p. 934-953

Hennestad, Bjørn W. 1999. Infusing the organisation with customer knowledge. Scandinavian Journal of Management. 15 (1). p. 17-41

Hennestad, Bjørn W. 2002. Implementing Participative Management. The Journal of applied behavioral science. 36 (3). p. 314-335

Hennestad, Bjørn W. 2004. Kan bedriftskultur ledes. Magma. Juni

Hennestad, B.W. 2009. Dobbeltbindingsledelse og den schizofrene organisasjon. MAGMA, 12(9):35–43

Higgins, J.M. and C. Mcallaster. 2004. If You Want Stratecig Change, Don t Forget to Change Your Cultural Artifacts. Journal of Change Management. 4 (1). p. 63-73

Lervik, J.E, B. Hennestad, R.P. Amdam, R. Lunnan and S. Nilsen. 2005. Implementing human resource development best practices - replication or re-creation?. Human Resource Development International. 8 (3)

Løwendahl, Bente and Ø. Revang. 1998. Challenges to Existing Strategy Theory in a Post Industrial Society. Strategic Management Journal. 19 (8) August. p. 755-773

Løwendahl, Bente and Ø. Revang. 2000. On Strategic Assets in a Post-Industrial World: Matching Customers and Competence Through Organizational Forms. Global Focus. no.3 or 4

Løwendahl, Bente and Ø. Revang. 2004. Achieving results in an after modern context : thoughts on the role of strategizing and organization. European Management Review. 1 (1). p. 49-54

Løwendahl, Bente R., Ø. Revang and S.Fostenløkken. 2001. Knowledge and Value Creation in Professional Service Firms : a Framework for Understanding and Analysis. Human Relations. Special Issue on Knowledge Management in Professional Service Firms

Marshak, R. 2002. Changing the language of change. Strategic Change. 11. p. 279-286

Palmer, I.P and R. Dunford. 2008. Organizational Change and the Importance of Embedded Assumptions. British journal of management. 19. p. 20-32

Pardo del Val, M. and C.M. Fuentes. 2003. Resistance to Change : a literature review and empirical study. Management Decision. 41 (2). s. 148-155

Prahalad, C. K. and G. Hamel. 1990. The Core Competence of the Corporation. Harvard Business Review. 68 (3). p. 79-97

Vargo, Stephen L., Robert F. Lush. 2004. Evolving to a New Dominant Logic for Marketing. Journal of Marketing. 68 (1). s 1-26

Verde, Patrick, Yngve Dahle og Sjur Dagestad. 2010. Nye muligheter for skalerbarhet skaper grunnlag for nye vekststrategier. Praktisk økonomi og finans. nr 4

Recommended reading
Books:
Hatch, Mary Jo. 2006. Organization theory : modern, symbolic, and postmodern perspectives. 2nd ed. Oxford University Press

Heckscher, Charles and Anne Donnellon, eds. 1994. The Post-bureaucratic organization : new perspectives on organizational change. Sage

Hickman, Gill Robinson, ed. 2010. Leading organizations : perspectives for a new era. 2nd ed. Sage

Morgan, Gareth. 2006. Images of organization. Updated ed. Sage

Scott, W. Richard. 2008. Institutions and organizations : ideas and interests. 3rd ed. Sage Publications

Weick, Karl E. 1995. Sensemaking in organizations. Sage

Articles:
Løwendahl, Bente R. og Ø.Revang. 1999. Strategi i en Postindustriell virkelighet : noen utfordringer og implikasjoner. I: Friedman, Ken og Johan Olaisen, red, Underveis til fremtiden : kunnskapsledelse i teori og praksis. Fagbokforlaget. Kap 6, s. 104-125

March, James G. 1991. Exploration and Exploitation in Organizational Learning.

Course outline

Computer-based tools
None.

Learning process and workload
The programme is conducted through five course modules, a total of 150 lecturing hours.

Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

Examination
The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:
The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours.The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)
MAN21191 - term paper; 18 credits; counts for 100 % to pass the program MAN 2119.
MAN 21201 - written exam; 12 credits; counts for 100 % to pass the program MAN 2120.
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:
MAN 22821 - term paper; 24 credits; counts for 100 % to pass the program MAN 2282.
MAN 22831 - individual written exam; 6 credits; counts for 100 % to pass the program MAN 2283.
Both evaluations must be passed to obtain a certificate for the program.

Examination support materials
Legislation.

Re-sit examination
At the next ordinary exam.

Additional information